

Results of partner evaluation of the establishment and long-term continuation of COVEs

For each COVE, a working group was formed by the project partners who develop and operate the COVE. The working groups of COVE AU, DE, IT, LT and PL exchanged experiences on six questions and then presented the results listed in the table below in the plenary session.

Summary

In the 3 LOE project, eight COVEs in Austria, Germany, Italy, Latvia, Lithuania, Poland and Spain were set up and developed with great success by the project partners in the respective countries. Co-operation in the COVEs is based on binding co-operation agreements and, in one case (COVE DE Hamburg), on a national law. Numerous other regional and national educational institutions and organizations are involved as partners in all COVEs. All 8 COVEs work intensively with companies, especially SMEs, which contribute their needs through direct contact, help shape funding and training programs, participate in trials and carry out R&D projects with universities.

The COVEs in the individual countries have been organized in such a way that all educational tasks can be carried out at EQF level 3 - 7, namely:

- Vocational schools that provide initial vocational training in the dual system with companies, are involved in continuing vocational training and participate as educational partners in dual bachelor's degree programs.
- Chambers of Industry, Commerce and Crafts, which ensure the involvement of companies in all COVE activities, encourage companies to participate in dual vocational training and dual study programs, are particularly active in continuing vocational training and provide ongoing advice to companies.
- Colleges and universities that contribute to the development of curricula and teaching materials for initial and further vocational education and training and provide teaching staff for their implementation where necessary, as well as developing and implementation dual bachelor's degree programs in particular and providing innovation support for companies in connection with this.
- The additional involvement of ministries in the COVE of two countries (Latvia and Spain) has had a very positive effect on the work of all COVE. They have clarified legal regulations and administrative matters, played a key role in the development and implementation of legal regulations (e.g. creating state-recognized continuing education qualifications), helped develop political strategy programs and carried out evaluations.

Cooperation within the individual COVEs and internationally between all COVEs is promoted through biannual workshops, four international conferences, eight train-the-trainer seminars, the provision of cooperation tools and models, online meetings and an ongoing exchange of experience. This support is essential, but even more



effective for the development of regional and international cooperation was the simultaneous implementation of joint concrete work. Various tools and advisory programs, over 40 vocational training programs at EQF level 3 - 6 and R&D projects with and for SMEs were jointly developed and implemented.

The work was carried out in international cooperation between vocational schools, chambers with their educational institutions and universities. Partners from individual countries jointly developed tools, curricula, teaching materials, examination regulations, etc., which were trialed and evaluated in several countries in order to record different national conditions. After revision and finalization based on the evaluation results and adaptation to national conditions, the tools, curricula etc. were transferred to all eight COVEs, which received implementation advice. In this way, 36 comprehensive results were produced in the 3LOE project.

Each of the eight COVEs takes into account the respective national and regional development strategies. Based on local and regional needs and challenges, the COVEs make a decisive contribution to achieving the specific objectives and strategies for regional development, innovation and smart specialization. To this end, the individual COVEs have held numerous events, conferences, workshops and direct dialogues with the relevant regional stakeholders. Through the needs-oriented development and implementation of funding and education programs, strong effects were achieved for regional developments in accordance with the respective regional strengths and needs.

70 associated partners (chambers, associations, vocational schools and universities from 13 countries) were involved in the international cooperation of the 8 COVEs, contributing their experience and knowledge from the start of the project, taking part in workshops and conferences, advising on results and planning their own implementations. The associated partners received all results and individual implementation advice as required.

All 8 COVEs will be continued in the long term and funding has been secured. The 8 COVEs will continue to implement the education and advisory programs and develop new education programs, which have already been planned by the individual COVEs.

International cooperation between the 8 COVEs and with the 70 associated partners will also be continued in the long term; funding has also been secured for this and the Hanse-Parlament will take on coordination tasks.





| COVE Austria | COVE Germany Hamburg & Dresden | COVE Italy | COVE Lithuania | COVE Latvia | COVE Poland |
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| 1st question How do you ensure the continuation of cooperation in your COVE after the end of the 3LOE project? Are you planning to add new organizations? If so, which ones? | | | | | |
| The COVE will be continued permanently without a new organizational form. Depending on market needs additional partner will probably be involved in the short term a) Roofer b) Chimney sweep c) Federal guild | The continuation of both COVEs with the existing partners is secured, in Dresden on the basis of co-operation agreements and in Hamburg on a legal basis | The COVE will be continued permanently. We are open to new organizations, for examples the "ITS system". Other chambers in other regions, other umbrella organizations in green economy. | The COVE will be continued permanently. a) Joint activities, training, projects b) Development of training for education platform New COVE partners for diversity & flexibility a) Professional associations b) Local industries c) VET schools d) Universities | The COVE will be continued permanently. a) Expanding based on similar fields, for example Riga Tech University b) Employer representatives, associations c) possible expansion based on location d) partners that can provide general skills / knowledge (i.e. business management) | The COVE will be continued permanently with two new partners: a) Chamber of trade and industry Slupsk b) The higher school of economy in Slupsk |
| 2nd question Do you need a separate budget for the continuation of the co-operation in your COVE after the end of the project? If so, how will it be financed? What funding do you need for this? | | | | | |
| No separate budget needed | No budget needed for existing COVE, financing with own contribution For additional & further development of the COVES budget needed with financing by country specific public funded | It would be necessary to look für external funding. According to the specific objectives (tools and methods for effective assessments for green needs | No budget needed for existing COVE. Budget needed, if we want to maintain quality and amount of work. | Measures already implemented; no further funding needed | Curricula, agenda, syllabus are available from the 3 LOE project, they are implemented on an ongoing basis and courses and workshops are organized. This |





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| | <ul style="list-style-type: none"> a) for new Cove initiative b) as a broad platform of skills c) for association & secretariat | <ul style="list-style-type: none"> etc.). Specific funding a) European (e. g. Erasmus +) b) Foundations (Banks) c) National funding (recover by plan fund) d) Regional funding | | | <p>generates income for the COVE Association, which is used to finance further developments and realizations.</p> |
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3rd question

How will you finance the development and ongoing implementation of promotional and educational measures after the end of the project? What funding do you need for this?

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| <ul style="list-style-type: none"> a) Mainly by the chamber of Commerce, industry and crafts b) Additional EU tenders | <p>Financing via</p> <ul style="list-style-type: none"> a) national funds, e.g. vocational schools and universities b) for further education via participant fees c) Grants for further training courses from national funds | <p>Some training courses need to go to market. The tests have been done, now they are ready to companies. Dual programs in the university could go to market (students) and find sponsors (companies). Applying for tenders/calls that are valuable for all / some members.</p> | <ul style="list-style-type: none"> a) Own resources b) EU funding c) National programs, research council of Lithuania | <ul style="list-style-type: none"> a) Own earnings b) Additional funding may be possible due to calls for related projects | <p>Barter Model:</p> <ul style="list-style-type: none"> a) Own resources b) Own contribution c) Companies <p>Mixed financed:</p> <ul style="list-style-type: none"> a) self-financed b) sponsored by companies c) product sponsored (by manufactures) |
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4th question

Will you continue the international co-operation after the end of the project? What are you planning in this regard and how will you finance it?





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| <p>a) International co-operation is being continued intensively with funding from the company's own resources. b) R & D projects are carried out in the international co-operation with internationally funded.</p> | <p>International cooperation is being continued intensively: a) Ongoing exchange of know-how & experiences b) Joint events, courses, workshops etc. c) COVE Hamburg will continue the Summer School with COVE Poland on a regular basis Financing national public and EU funding</p> | <p>We will enhance the international cooperation. Through the development of clusters of business support organizations internationally. Goal: Green Economy.</p> | <p>International cooperation is being continued intensively: a) International projects b) Student exchange c) Teacher, staff – Mobility exchange</p> | <p>International cooperation is being continued intensively based on type of organization (i. e. school – school, chamber – chamber. Financed by projects.</p> | <p>International cooperation is being continued intensively with own resources: New projects – new initiatives (e. g. student exchange) – new MOVs – new networks.</p> |
| <p>5th question Which support and educational measures that were developed and implemented in the 3LOE project do you intend to continue after the end of the project? How will you finance the further implementation?</p> | | | | | |
| <p>All further training programs developed and tested in the project as well as the dual bachelor's degree course "Service Technician"</p> | <p>Continuing jointly developed education and training measures COVE Dresden will continue intensively with financing via participant fees, in particular: a) Energy efficiency adviser training b) Building owner training</p> | <p>Training courses (EQF level 4 and 5) will go on, financed by specific funding such as interprofessional advise, accessible by companies, especially for SMES.</p> | <p>Continuing jointly developed education and training measures.</p> | <p>Continuing jointly developed education and training measures. a) RSU: study module, no further funding needed. b) RSU: further development into study program, funding would be needed. c) LAK: Implementing curricula into master qualification training, possible</p> | <p>Continuing jointly developed education and training measures. Among other things: a) Technician training "Green solutions in Logistics" b) Dual study "Green supply chains" Financing with national funding and own contribution.</p> |





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| | | | | individual qualification and trainings. d) LVT: Digital and green as well as business management themes have been worked into the curricula and will continue to be implemented. | |
| 6th question Are you already planning to develop and implement new support and educational measures after the end of the project? If yes, which ones and how will you finance them? | | | | | |
| a) Further green tech trainings under development, e.g. PY-Domain b) Promotion Life-long Learning c) Master curriculum "Service Technician" d) Development of microcredit qualification certificates | COVE Hamburg: New study program "Nursing Science" (BSc), public financed | a) Increase and update curricula on green skills for workers and entrepreneurs (manager included). b) Specific contents to answer specific needs for sustainability in companies. | a) Updated dual studies programs b) New trainings for SMEs c) New VET Modules / Curricula | Further development based on needs of the field. | Two new dual study programs: a) IT b) Security Sciences |





Summary COVE Austria

COVE Austria is formed and supported by

- Institute for Applied Business Research of the Austrian Federal Economic Chamber,
- Economic Development Institute of the Steiermark Chamber of Commerce and
- the Campus 02 University of Applied Sciences of the Styrian Chamber of Commerce.

All three 3LOE partners are already organizationally linked to each other via the Chamber of Commerce, and a binding cooperation agreement has also been concluded. Other educational institutions and organizations as well as numerous sectoral business associations and guilds from all over Austria are also involved at regional and national level, particularly via the chambers of commerce.

The COVE AU has benefited greatly from the 3LOE project and international cooperation and has itself developed and implemented extensive further education programs, dual study programs and recognized further education qualifications at EQF Level 5, as well as carrying out R&D projects with SMEs.

The COVE and international cooperation will continue in the long term and funding has been secured. Further partners will be included in the cooperation in the future; some have already been specifically approached and have agreed to participate. The funding and education programs developed in the project will continue to be implemented after the end of the project. The development of new educational programs, including their financing, is already planned.

Summary COVEs Germany

In the 3LOE project, only the development of a COVE in Dresden was initially planned, which could be set up with the support of the project partners from Hamburg No. 1 Hanse-Parlament and No. 3 Hamburg Vocational Academy. During the course of the project implementation, a second COVE was developed in Hamburg in Germany. Both COVE cooperate intensively with each other.

Summary COVE DE Dresden

At the start of the project, the Dresden Chamber of Skilled Crafts used national funding to build extensive new premises and technical equipment for an Energy Efficiency advice and training centre. This Energy Efficiency Centre - Competence Centre for the Green Economy was developed as COVE Dresden as part of the 3LOE project. The following partners are involved through binding cooperation agreements:

- Vocational School Centre for Technology "Gustav Anton Zeuner" Dresden
- EIPOS GmbH, an institution of the Technical University of Dresden
- Risa University of Cooperative Education





The COVE Dresden works very closely with SMEs via the Dresden Chamber of Crafts. Consultancy and training programs (EQF Level 4 - 6) with a thematic focus on energy efficiency have been developed and implemented.

In international cooperation, COVE Dresden has contributed its extensive experience, curricula, teaching materials, etc. in dual vocational training and master craftsman training in particular and has provided advice on the implementation of dual vocational training by other COVEs from countries where vocational training has so far been predominantly school-based.

The long-term continuation of COVE Dresden, including funding, the further implementation of the advisory and educational programs developed in the project and the development and implementation of new educational measures are assured. COVE Dresden cooperates closely with COVE Hamburg and will also continue its international cooperation with all other COVEs and the 70 associated partners from 13 countries after the end of the project.

Summary COVE DE Hamburg

As North German universities of applied sciences and universities were not prepared to offer dual bachelor's degree programs at the time, the Hanse-Parlament approved the establishment of the Hamburg University of Cooperative Education with the Hamburg Chamber of Crafts. The Hamburg University of Cooperative Education successfully runs dual study programs for SMEs and was involved in the 3LOE project as partner no. 3.

At the start of the project, the federal state of Hamburg decided to establish a state vocational university to run dual bachelor's degree programs, which began operating in 2023. The academic staff and degree programs of the Hamburg University of Cooperative Education were transferred to the new Hamburg Vocational University, which was included as a new partner in the 3LOE project.

The COVE principles were anchored in a law on the foundation and operation of the Vocational University Hamburg. The Vocational University is obliged to cooperate with vocational schools and to implement educational programs together with SMEs as training partners on an equal footing. Chambers, associations and other stakeholders are bindingly involved in the committees of the Vocational University Hamburg.

The COVE, which is thus established on a legal basis, is dedicated to the following tasks:

- a) Implementation of dual vocational training (EQF Level 3 and 4) by vocational schools and SMEs with the support of the Vocational University.
- b) Development and implementation of further vocational training programs (EQF level 5 to 6) by vocational schools and with other partners (chambers, associations, etc.) with the support of the Vocational University.
- c) Development and implementation of dual Bachelor's degree programs by the Vocational University together with the training partners companies and vocational schools.





d) In conjunction with dual Bachelor's degree programs, innovation promotion for companies by the Vocational University.

COVE Hamburg has been very successful in developing and implementing dual study programs and carrying out R&D tasks. A new dual Bachelor program "Business Administration & Sustainable Management of SMEs" has been developed.

In international cooperation with all other COVEs, COVE Hamburg has contributed its extensive experience, curricula etc. to dual study programs. The existing dual study programs "Management of Renewable Building Energy Technology" and "Business Administration for SMEs" as well as four study modules "Green Economy" were prepared and transferred. COVE Hamburg provided comprehensive advice on implementation in countries that previously had no dual study programs, such as Lithuania. The development and implementation of other new dual study programs by COVE Austria, Latvia, Lithuania and Poland were comprehensively advised and supported.

The continuation of COVE Hamburg, including funding, has been secured. The further education courses and degree programs developed in the project will continue to be carried out, the development of new degree programs has already begun, and a new degree program is to be implemented from October 2024, or 2025 at the latest.

COVE Hamburg has developed and implemented a summer school with COVE Poland, which will be continued intensively after the end of the project and expanded to other countries. In the international cooperation with all COVEs and the 70 associated partners, the COVE Hamburg will continue to be active after the end of the project and play a significant role.

Summary COVE Italy

The COVE Italy is formed and supported by

- a) Trasferimento Tecnologico e Innovazione Scarl, a development, consultancy and education institution of the Northern Italian Chambers of Commerce and Industry
- b) Sistemi Formative Confindustria SCPA, a business association from Rome
- c) Emilio Sereni, a vocational school from Rome (Coordination).

Colleges and universities were not initially involved. The greater distance between the partner from northern Italy and the two partners from Rome may appear to be a difficulty at first glance, but it actually proved to be a stroke of luck. Several chambers of commerce and industry, other vocational schools and various universities were involved in COVE Italy through cooperation agreements, resulting in a dense, active, large-scale COVE network from northern Italy to Rome. Companies are very intensively involved in all COVE activities via this network.

COVE Italy has dedicated itself to the following tasks in particular:

- Developing and introducing dual vocational training in the agricultural sector with a particular focus on the green economy.
- Implementation of comprehensive vocational training programs in cooperation with universities to a particularly high degree.





- Together with universities, implementation of Green Economy study modules and preparation for the introduction of dual bachelor's degree programs.
- Implementation of R&D tasks in SMEs by the universities involved.

COVE Italy is particularly interested in international cooperation with all COVEs and has benefited in particular from the development and implementation of dual vocational training and dual courses of study as well as the transfer of continuing vocational training programs.

The long-term continuation, including funding, of COVE Italy with all partners has been secured. Dual vocational training and further vocational training will continue and the implementation of dual courses of study will be actively promoted. International cooperation will also continue without restriction, and new development projects with COVEs in other countries have already been prepared.

Summary COVE Latvia

COVE Latvia is formed and supported by:

- a) the vocational school Profesionālās izglītības kompetences centrs "Liepājas Valsts tehnikums" (Coordination).
- b) Latvian Chamber of Crafts.
- c) Rigas Stradina Universitate.
- d) Valsts izglītības satura centrs (National Center for Education).

The cooperation is based on binding cooperation agreements, in which the Latvian Chamber of Commerce and Industry, Riga Technical University, Latvian University and other vocational schools will be involved as the project progresses. Intensive cooperation with companies is ensured via the participating chambers.

COVE Latvia has dedicated itself to the following tasks in particular:

- Development and introduction of dual vocational training.
- Development of vocational training programs together with other COVEs
- Transfer and implementation of vocational training and master craftsman training to a particularly large extent.
- Development of a new dual bachelor's degree program "Entrepreneurship & Innovation in Green Economy", which will be implemented from October 2024. Development of political strategy programs and implementation of evaluations.

COVE Latvia has benefited particularly strongly from international cooperation, especially with regard to the transfer of curricula and the implementation of dual vocational training, the transfer and implementation of continuing vocational training programs and the development and introduction of dual bachelor's degree programs.

The continuation of COVE Latvia, including funding with all partners, has been secured. Dual vocational training, continuing education programs, dual bachelor's degree courses and R&D projects with SMEs will be continued intensively. The development and implementation of new further education programs for SMEs as well as the transfer and implementation of further dual bachelor's degree courses are





already being prepared. COVE Latvia will also continue to be intensively involved in international cooperation with the seven other COVEs and the 70 associated partners from 13 countries after the end of the project.

Summary COVE Lithuania

COVE Lithuania is formed and supported by:

- a) Vocational school Verslo ir svetingumo profesinės karjeros centras (coordination)
- b) Panevezys Chamber of Commerce, Industries and Crafts
- c) Panevezys University of applied science

The cooperation is based on a binding cooperation agreement, in which additional partners (professional associations, local industries, VET schools and universities) were involved in the further development of COVE.

COVE Lithuania has organized a particularly large number of regional conferences, workshops, etc. with companies and stakeholders and has dedicated itself to the following tasks in particular:

- Development, introduction and implementation of dual vocational training.
- Development and implementation of specific dual training programs for young people with practical talents and theoretical weaknesses.
- Development and implementation of vocational training programs.
- Transfer and implementation of a dual bachelor's degree program "Business Administration for SMEs" and development and implementation of a dual degree program "Electrical and Automatic Equipment."
- Realization of R&D projects with SMEs.

COVE Lithuania has been heavily involved in international cooperation with all other COVEs and has benefited in particular from:

- Transfer and implementation of dual vocational training.
- Transfer and implementation of numerous further education programs.
- Transfer and implementation of dual bachelor's degree programs.
- Joint development and international support in the development of curricula for dual vocational training, continuing vocational training and dual bachelor's degree programs.

The long-term continuation, including funding, of COVE Lithuania has been secured. The dual vocational training, further training programs and dual bachelor's degree courses developed in the project will continue to be implemented in the future. An update of the dual bachelor's degree programs and the development and implementation of new further education programs for SMEs are already being prepared. The continuation of international cooperation with all other COVE and the 70 associated partners from 13 countries is also assured. The realization of international projects, student exchanges and teacher and staff mobility exchanges are planned.

Summary COVE Poland

The COVE Poland is formed and supported by:





- a) Izba Rzemieslnicza Malej i Sredniej Przedsiębiorczosci (Chamber of Crafts Szczecin)
- b) Zespół Szkół Mechanicznych i Logistycznych im. inż. Tadeusza (Vocational School, Coordination)
- c) Akademia Pomorska W Słupsku

The cooperation is based on a binding cooperation agreement, which later included the Chamber of trade and industry Słupsk and the higher school of economy in Słupsk. The creation of an independent legal form for COVE Poland is currently being examined.

COVE Poland has dedicated itself to the following tasks in particular:

- Transfer and introduction of dual vocational training and development and implementation of dual vocational training programs "Electrician" and "Fitter of fixtures and fittings in building industry".
- New development and implementation of a five-year dual technician training program "Ecologic Solutions in Logistics".
- Transfer and implementation of numerous vocational training programs.
- Transfer of the system of dual bachelor's degree programs and new development and implementation of a dual degree program "Logistics - Green Supply Chains".
- Development and implementation of a summer school together with the Hamburg University of Cooperative Education.

COVE Poland is particularly involved in international cooperation and has benefited in particular from:

- Transfer and implementation of dual vocational training.
- Transfer and implementation of further education programs.
- Transfer and implementation of dual Bachelor programs.
- International summer school.

The continuation of COVE Poland, including funding, is assured. All educational programs developed in the project will also be implemented in the future. The planning and preparations for two new dual study programs "IT" and "Security Sciences" as well as the development and implementation of a new five-year technician training program are already well advanced. The continuation of international cooperation with all other COVE and the 70 associated partners is also assured. International cooperation is being continued intensively with own resources, concretely planned are new projects, new initiatives (e.g. student exchange) and new networks.

Summary CVOE Spain

COVE Spain is formed and supported by:

- a) Departament D'educació-Generalitat de Catalunya (Ministry of Education of Catalonia)
- b) Institut Pere Martell (vocational school, coordination)
- c) Sociedad General De Aguas De Barcelona S.A. (large national and international





water management company that develops and organizes many vocational training courses)

The collaboration is based on a binding cooperation agreement. At the start of the project, no university or chamber of commerce was involved in COVE Spain. In the course of COVE's development, COVE work was incorporated, and binding co-operation agreements were concluded with Tarragona Chamber of Commerce and Industry and with the Universitas Rovira i Virgili.

COVE Spain has dedicated itself to the following tasks in particular:

- Transfer and introduction of the dual system of vocational training and development and implementation of the dual training program "Electromecanico".
- Transfer and implementation of additional qualifications for young people with strong learning skills during vocational training.
- Transfer and implementation of many further training programs in the green economy.
- Conducting manageable R&D projects for SMEs.

COVE Spain is extensively involved in international cooperation with all other COVEs and has benefited in particular from the transfer and introduction of the dual system of vocational training, the transfer of further training programs and from joint development work.

The long-term continuation of COVE Spain, including funding, has been secured. Dual vocational training will be continued and extended to other professions, the further training programs developed will also be implemented in the future and the realization of dual bachelor's degree courses will be examined together with the university involved in the COVE.

COVE Spain is very interested in international cooperation and will continue to be heavily involved in this in the future.

Experience with three-level COVE

Three main actors (vocational schools, chambers and universities) are involved in the work of the Centres of Vocational Excellence together with a wide range of local partners, such as other vocational education and training providers, enterprises, research centres, development agencies and employment services (among others) developed "competence ecosystems" that contribute to regional, economic and social development and far-reaching promotions for SMEs.

All COVE partners report that the cooperation between vocational schools, chambers and universities is extremely enriching with strong cross-fertilization aspects. According to the experience of the project partners, the three-stage COVE structure with the inclusion of universities and full coverage of EQF levels 3 to 7 is essential for the following reasons.

- In order to attract enough skilled workers and young entrepreneurs, the attractiveness of vocational education and training must be significantly increased. A central starting point for this is the creation of complete



permeability between vocational and higher education as well establishing a framework which will allow the crediting and recognition of already acquired competences within various EQF level courses.

- More and more school leavers want to pursue higher education - especially at the strong insistence of their parents. This massive demand for skilled workers has not been filled due to the general view that vocational further education degrees are considered by many to be “pseudo-university degrees”, for example, comparing the vocational master craftsman training with the degree “Bachelor professional”.
- The competence requirements for entrepreneurs and skilled workers are high and growing. However, SMEs are only able to attract a very limited number of new recruits from the large number of conventional courses study graduates, because although they are theoretically well qualified, they do not have the urgently required practical skills and professional experience. With dual courses of study, which combine vocational training with a bachelor’s degree, or with trial courses of study, which combine vocational training, further education and higher education, SMEs can attract and gain the urgently needed next generation of highly qualified entrepreneurs and skilled workers and can over-come the excessive shortage in this respect.
- Traditional courses of study have high drop-out rates, for example in Germany over 30% on average and in technical courses even over 50%. In combined vocational and higher education courses the dropout rates are demonstrably reduced. And the remaining, much smaller proportion of dropouts in dual study programs obtain at least a vocational qualification.
- In a number of EU countries, for example in Poland and the Baltic states, the human, spatial and technical capacities for continuing education are severely limited. These existing bottlenecks can be overcome by involving colleges/universities in CVET.
- New learning content and methods need to be urgently implemented in vocational education and training. This makes it essential for universities to be involved in the corresponding development and implementation work, and for teachers to be appropriately qualified.
- In SMEs there is a great need for research and development in general and for its’ realization with the help of digital technologies in particular. In this regard, colleges/universities must be strongly committed and make decisive contributions to solutions.
- Collaboration between universities and small and medium-sized enterprises (SMEs) has been far too limited to date, and there is a great need for assistance and support in SMEs. In connection with dual courses of study, in which SMEs are equal training partners of the universities, comprehensive and precise innovation promotion of SMEs by universities can and must be realized at the same time.