



CSA-Industry4.E

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Coordination & Support action for Lighthouse Initiative Industry4.E

Deliverable 5.2 Report about secretariat support provided to the LIASE

Lead parties for Deliverable: IMR

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Table of Acronyms:

AI	Artificial Intelligence	IPR	Intellectual Property Rights
AquaTT	AquaTT UETP Ltd	ISO	International Organization for Standardization
BDVA	Big Data Value Association	I4MS	ICT Innovations for Manufacturing SMEs
CF2	ConnectedFactories2	JU	Joint Undertaking
CSA	Coordination and Support Action	KDT	Key Digital Technologies
D	Deliverable	KPI	Key Performance Indicator
DEI	Digitising European Industry	LIASE	Lighthouse Initiative Advisory Service
DEP	Digital Europe Programme	MASP	Multi-Annual Strategic Plan
DIH	Digital Innovation Hub	MGEP	Mondragon Goi Eskola Politeknikoa
DoA	Description of Action	M	Month
DT	Digital Transformation	MCs	Major Challenges
EC	European Commission	MS	Milestone
EDIH	European Digital Innovation Hub	Obj	Objective
EU	European Union	PM	Person Month
FoF	Factories of the Future	PO	Project Officer
FP	Framework Programme	PC	Project Coordinator
GDPR	General Data Protection Rights	PPP	Public Private Partnership
GA	General Assembly	R&I	Research and Innovation
GB	Governing Board	SME	Small- and Medium-Sized Enterprise
HE	Horizon Europe	SoA	State-of-the-Art

H2020	Horizon 2020	S2i	Steinbeis 2i GMBH
IMR	Irish Manufacturing Research Ltd	VTT	Teknologian tutkimuskeskus VTT Oy
I4.E	Industry4.E	WP	Work Packages
ECSEL	Electronic Components and Systems for European Leadership		
ECS-SRIA	Electronic Components and Systems Strategic Research and Innovation Agenda		
EFFRA	European Factories of the Future Research Association		

Table 1: Project acronyms

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History of Changes:

Version	Publication date	Change
V1	15.09.2020	Draft document IMR
V2	25.03.2021	Additional info added to all sections from IMR
V3	22.04.2021	Final harmonisation and peer review IMR

Table 2: History of changes to the report

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Contextual information

This deliverable *D5.2 Report about secretariat support provided to the LIASE* prepared at M30 by IMR aims to demonstrate the significant and thorough secretariate support provided by the CSA-Industry4.E (CSA) to the Industry4.E (I4.E) LIASE (LIASE), one of the four main pillars of the project.

The effort is interconnected to the wider activities of the project, for example WP1 has worked with the LIASE to identify gaps and new opportunities for possible topics to be included in future ECSEL MASP and ESC SRIA.

More specifically WP5 and *Task 5.3. Secretariat services to LIASE in their engagement with the ECSEL JU governing board (M1-30)* Lead: IMR Contributors: AquaTT (M10-M13) has facilitated this process through the provision of secretariate support to the LIASE and their interactions with the community, throughout the project, from M1 (Oct 2018) to M30 (March 2021).

Related milestones have been achieved in the process, described as follows:

- **MS1:** Working relationship with the LIASE has been established. Note: IMR (via WP5) facilitated the first meeting completed the minutes with action items (at M1); and
- **MS4:** KPIs for the Lighthouse established. Note: IMR (via WP5) used the KPIs for reporting from the LIASE to the ECSEL-JU GB (the presentation of the Industry4.E lighthouse at the GB meeting at M27 was deferred due the prior agenda items being delayed, the presentation is available in this report and *D5.4 Result and analysis of KPIs (M30)* Lead: IMR.



Figure 1: Pillar 1-4 - project activities of the CSA-Industry4.E

1. Introduction

1.1. Support the LIASE in establishing the Lighthouse

This 30-month Coordination and Support Action has established a coherent, coordinated, and sustainable approach to supporting the ECSEL-JU Lighthouse I4.E by implementing a set of coordinated

activities, underpinned by the secretariat support provided to the I4.E LIASE. These collective activities targeted the umbrella group of projects, partnerships, and communities, across the range of Research and Innovation (R&I) programmes working towards common goals to enhance European competitiveness in the realisation of the digitalisation of Industry. The project has *improved synergies and maintained a steady build* with related national, regional, and European level initiatives engaging all actors in the supply and value chain through the far-reaching connections of the I4.E LIASE.

The consortium has provided support to the LIASE through all five WPs. Within task 5.3, the PC has supported the LIASE specifically with reporting to the ECSEL JU GB. In addition, the PC has coordinated the relevant CSA members to react to specific requests from the LIASE for secretariat support (e.g. social media conversation calendar, technical presentation support at key events, support processing the request for special topics connected to the ECS-SRAI...). The CSA supported the LIASE preparations for the ECSEL GB Meeting (at M27) and the following high-level meetings as ECSEL-JU transitions to KDT-JU.

The result of this effort from the LIASE, supported by the secretariate services from IMR, has included the definition of appropriate KPIs to measure the success of the I4.E Lighthouse Initiative which have supported the LIASE in their efforts to support the community and in their reports to the ECSEL-JU GB, using the defined KPIs defined with the overall aim of delivering an efficient and targeted LIASE that contributes to the digitalisation of the European Industry.

1.2. *Sustaining the LIASE beyond the life of the project*

The CSA project is a central building block of the ECSEL-JU Lighthouse Initiative, together with the LIASE (extended in 2020 see Figure. 2) and with the Lighthouse projects (extended in 2020 see Figure.3) the CSA consortium, including the secretariate support, has embraced the challenge and has worked in tandem with the LIASE and with the Lighthouse projects since the project inception at M1 (Oct 2018) to M30 (Mar 2021).



Figure 2: Extension of the LIASE in 2020

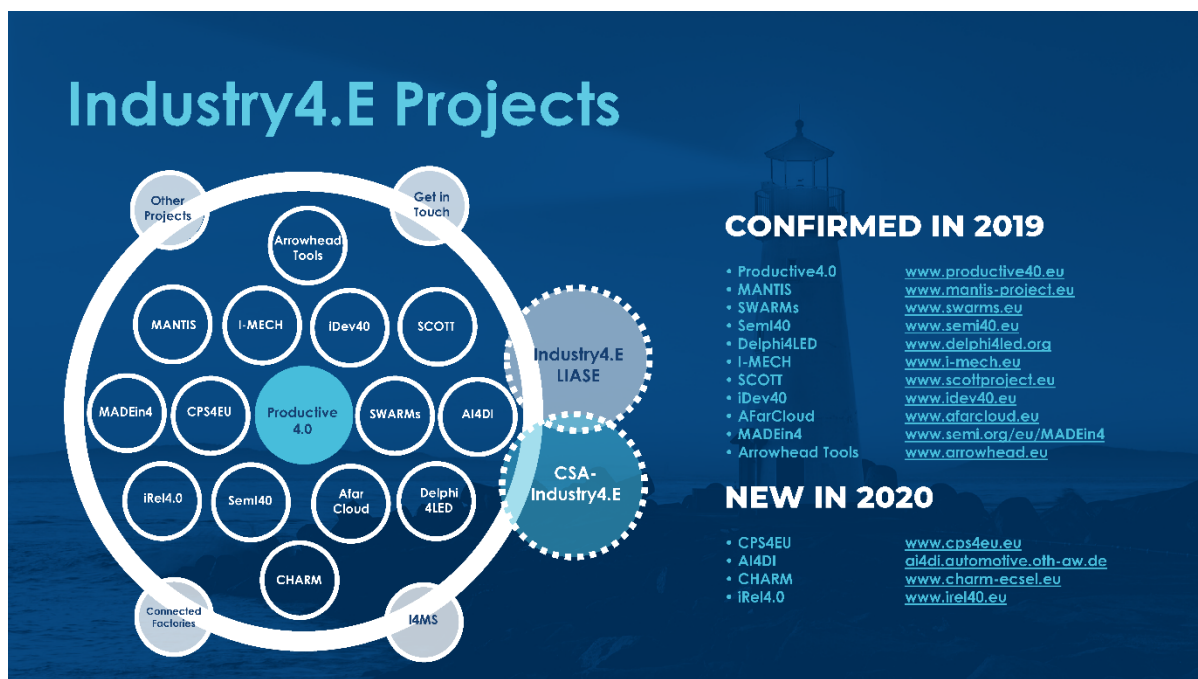


Figure 3: 15 projects participating in I4.E

As three members (including the Chairperson) of the LIASE are working for organisations that are partners in the CSA (IMR, VTT, & MGEP) we have *ensured a sustainable transition for the LIASE into the next Framework Programme* (FP), Horizon Europe (HE) 2021-2027 as detailed in *D 5.5 Report about the bridging provided to the Industry4.E Lighthouse Initiative*.

END OF SECTION 1

2. Skills, Incentives and Resources

The secretariat support provided to the I4.E LIASE has been enhanced through the delivery of:

- **Skills:** demonstration of digital tools for collaboration and internal 1-to-1 training;
- **Incentives:** keynote speaking opportunities and conversation calendar support; and
- **Resources:** extending the LIASE to increase capacity, SharePoint, and additional Microsoft Team site to support specific working groups, technical writing support, desk-based researchers, graphic design, marketing, and communication support and meeting facilitation for the LIASE and their support network (CSA and ECSEL-JU PO).

This effort was brought together in a single series of four separated yet interconnected meetings (and connected follow up actions for the CSA, LIASE or ECSEL-JU), as follows:

- Industry4.E LIASE meetings;
- CSA-Industry4.E and Industry4.E LIASE meetings;
- CSA-Industry4.E meetings; and
- CSA-Industry4.E Project Officer and Project Coordinator meetings.

2.1. Industry4.E LIASE meetings

From M16 the organisation of LIASE monthly meetings were facilitated by the PC (from M13-M24) and once a quarter (from M25-M30) to ensure a consistent regular virtual meeting of the LIASE. These meetings greatly assisted the LIASE in their message alignment and coordination of resources further supporting the service deliver to the community.

IMR was responsible for facilitating the meetings and taking the meeting minutes. A chairperson was appointed by the group and the LIASE was extended to further enhance the groups effort. Overall meetings were efficient, and the meeting frequency was appropriate with *almost 80% attendance from LIASE*.

The template used to facilitate the meeting, record minutes and capture actions for follow up was consistent with all other meetings to ensure alignment and clarity (see Annex. 1 for template).

The CSA partners and I4.E LIASE members have enabled the project to achieve the objectives with exploitable results. Deviations were minor and justified and the principle of sound financial management (economy, efficiency, and effectiveness) was implemented through the consistent leadership of IMR.

In addition, the CSA unanimously agreed to accommodate a no-cost project extension request from the ECSEL-JU office due to circumstances outside the project. This extension covered the period from M25 (Oct 2020) to M30 (Mar 2021) primarily to ensure a flawless continuation of communication and exploitation support to the community. Extra efforts were made to further boost the impact of the LIASE in the transition to the new FP. This commitment to bridge activities established in the H2020 programme period materialised most notably in the dissemination and exploitation efforts related to the I4.E projects in accordance with the DoA.

2.2. CSA-Industry4.E & Industry4.E LIASE meetings

The meetings between the CSA project partners and the I4.E LIASE, facilitated and chaired by the PC at IMR, ensured regular clear communications between both parties, fulfilling all project contractual obligations in an efficient and effective manner, and supporting the LIASE with its activities, including LIASE obligations to report to the ECSEL-JU GB as described in [D5.1 Compile Minutes of the project meetings \(M1-30\)](#).

2.3. CSA-Industry4.E meetings

Meetings of CSA project partners, throughout the life of the project, greatly aided the coordinated execution of actions to support the LIASE with its activities and related deliverables:

- [D1.3 Report with recommendations on the future of the Industrial digitalisation roadmap;](#)
- [D2.6 Support the LIASE to develop a White paper on Industry 4.E vision and mission strategy;](#)
- [D4.3 Report on the public engagement activities carried out in the project;](#)
- [D4.4 Report on the outreach to related initiatives carried out in the project;](#)
- [D5.3 Evaluate and decided on proposed KPIs;](#)
- [D5.4 Result and analysis of KPIs; and](#)
- [D5.5 Report about the bridging provided to the Industry4.E Lighthouse Initiative;](#)

Additionally, the CSA meetings have supported the LIASE with its obligations of reporting to the ECSEL-JU GB. The meetings are reported in [Deliverable 5.1 Compile Minutes of the project meetings \(M1-30\)](#).

2.4. CSA-Industry4.E PC and ECSEL-JU PO meetings

The regular meetings between the PC and PO greatly aided the delivery of the secretariate support from IMR to the LIASE in complete complementarity with the timely completion of all activities covered in [Task 5.2. Administrative, financial and risk management \(M1-30\) Lead: IMR. Contributors: AquaTT \(M10-M13\)](#) and coordination actions addressed in [Task 5.1. Project Management \(M1-30\) Lead: IMR. Contributors: AquaTT \(M10-M13\)](#). The meetings are reported in [D5.1 Compile Minutes of the project meetings \(M1-30\)](#).

END OF SECTION 2

3. Outreach, Training and Workshops

The secretariat support provided to the I4.E LIASE has been informed by the [Outreach, training and workshops](#) activities of the CSA and ECSEL-JU.

As three members (including the Chairperson) of the LIASE are working for organisations that are partners in the CSA (IMR, VTT, & MGEP) their participation in these activities has played a vital role in the success of the overall project and the activities associated with delivering useful and impactful action.

3.1. Increased intensity as we moved to a virtual environment

This effort in relation to outreach, training and workshops was communicated to the LIASE during the single series of four separated, yet interconnected, meetings (discussed in Section. 2) where the LIASE were either supported to participate or the LIASE requests for assistance to deliver these activities were facilitated by the CSA, as and when opportunities presented themselves throughout the life of the project. These activities are summarised in [D4.4 Report on the outreach to related initiatives carried out in the project](#)

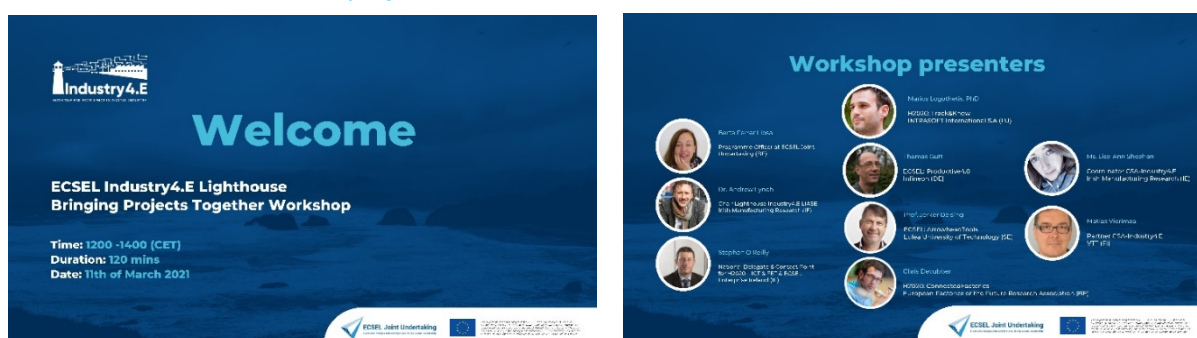


Figure 4: “Bringing Projects Together” Workshop #2, with participation from 3 LIASE members

This effort includes (but is not limited to) contributions to the WP2 workshops as reported in [D2.3 Summary reports of the workshop on Lighthouse projects](#) and summarised as follows:

- **Workshop #1: CSA-Industry4.E Lighthouse Projects | Workshop**
 - Date: Jun 2019 (M9)
 - Location: ECSEL-JU Symposium 2019, Bucharest, Romania
- **Workshop #2: Industry4.E | Bringing Projects Together | Workshop**
 - Date: Mar 2021 (M30)
 - Location: Virtual online event on Microsoft Teams with dedicated resources

Both workshops involved a selection of the following elements:

Scope:	Workshop #1 (M12)	Workshop #2 (M30)
Side event to major EU event	ECSEL brokerage event	Horizon Europe (HE)
Keynote by an EC representative	PO ECSEL-JU	HE National Contact Point
Highlight presentations of (I4.E) projects	9 I4.E projects presented	2 I4.E projects presented
Relevant results from WP1 and task 2.1	Roadmapping session	LIASE presented results
Interactive sessions on technical topics	Exploitable results discussion	Q&A and MS Teams
Interactive sessions (share and learn)	Enhancing impact discussion	Q&A and MS Teams
Brokerage (synergies, speed dating)	ECSEL-JU Symposium	Dedicated MS Teams site
SME related session/presentation	SME issues presented	SME relevant results
Panel discussion	Not included	Q&A and MS Teams
Networking	Discussion	Discussion and MS Teams
Interaction with the audience	Live event	Q&A and MS Teams

Key:

As described	
Adjusted	
Not selected	

END OF SECTION 3

4. Communication, Dissemination and Exploitation

4.1. Achieving our objectives, realising results

The impeccable implementation of the plan for exploitation and dissemination of results as described in the DoA has been central to enabling and expanding the following aspects:

- exploitation capabilities of the Industry4.E projects beyond the consortium through the take-up of the structured and relevant knowledge curated by the project; and
- exploitation of knowledge transfer and mapping services, brokerage, fostering of new ideas and the development of new projects, products and processes in a strategic, collaborative, coherent and targeted manner (e.g. [ECSEL portal](#)).



Figure 5: ECSEL-JU, CSA and LIASE at EFES 2019

The secretariate support to the LIASE in relation to *Communication, Dissemination and Exploitation* has played a key role in achieving the project objectives and KPIs (as described in Table. 3) as follows:

#	I4.E Objective	I4.E KPI	M1-M30
O1	Support impact through promoting cooperation and collaboration of I4.E twin transition initiatives	2. N° of projects participating in I4.E / CSA & LIASE.	15 (see D5.2 Figure 2)
		3. N° of entities involved in I4.E / CSA & LIASE.	520 (see D5.2Annex 2)
O2	Foster continuous dialogue	5. N° of events organised by I4.E.	16 (see D4.3 and D4.4)
O3	Provide domain-specific guidance towards twin transition	1 N° of contributions to the ECS-SRIA roadmap.	3 (2019, 2020, & 2021)
		6 N° of concepts mapped in the new ECSEL portal.	8 (see D5.2 Annex 4)
O4	Serve as communication & innovation platform	6: N° of access to social media of I4.E / LIASE & CSA.	1046 (see D4.3 and D5.2 Annex 1)
O5	Advisory services to guide the way.	4. N° of events with presence of I4.E / LIASE & CSA.	12 (see D4.3)
O6	Share best practice - share results for accelerated impact	8. N° of projects active in the ECSEL portal.	16 (see D5.2Annex 3)

Table 3: Industry4.E objectives and indicators

These activities are summarised in [D4.3 Report on the public engagement activities carried out in the project](#) and [D4.4 Report on the outreach to related initiatives carried out in the project](#) and further discussed later in the report (see Section 5).

4.1. *Lighting the path to the new framework programme*

Consortium members and LIASE representatives have exploited project results in terms of networking with other key organisations and initiatives both within and outside the ECSEL domain and in a European environment.

The secretariat support provided to the I4.E LIASE has been informed by the [Communication, Dissemination, and Exploitation](#) activities of the CSA and ECSEL-JU while allowing the LIASE to also influence the project actions through their networks and insight as opportunities have become apparent (see Figure. 6) This has resulted in an intense CDE effort as the LIASE supported the community transition to the next FP.



Figure 6: Ask the LIASE - digital workshops, discussions, resources, and platforms

Some of the highlights of I4.E current activities include: LIASE participation to digital workshops; ECSEL portal offers means to access results and demos and further collaborate; Altogether 520 organisations involved; position paper has been created for I4.E; growing digital network for LIASE complimented by digital workshops; and the sharing of the e-book for communication, exploitation, and dissemination activities. These activities are summarised in [D4.3: Report on the public engagement activities carried out in the project](#).

END OF SECTION 4

5. Influencing, Networking and Events

The reach of the CSA-Industry4.E partners, in combination with the LIASE (which was extended in 2020), with their collective established trust with the stakeholders in this sphere and close cooperation with external partners has been invaluable in ensuring participation of the community for further dissemination and exploitation and added research impact.

5.1. *Generated European industrial leadership in industry digitalisation*

The secretariate support to the LIASE has ensured contributions to the [ECS SRIA](#) process throughout the life of the project as described in [D1.3 Report with recommendations on the future of the Industrial digitalisation roadmap](#). A series of interconnected LIASE engagements related to [influencing, networking and events](#) was planned and supported by a detailed [#LighthouseKeepers](#) conversation calendar to further influence and widen participation as we transition to a more digital world.

5.2. *Secured involvement and commitment from key stakeholders*

In 2020 the LIASE [membership was extended](#) with the support of the CSA and ECSEL-JU to bring extra capacity and influence to the group. Supported by the CSA the LIASE a new series of digital workshops for key stakeholders was co-created, which were heavily oversubscribed as the proliferation of increased [virtual event](#) and presentation opportunities were embraced.

5.3. *Increased transnational collaboration between relevant European initiatives*

The LIASE through secretariate support from IMR have realised the [ECSEL portal](#) for intel, results and demos supporting longer term collaborations, research impact and the exploitation of innovation and results; the success facilitating online (particularly social media) interactions amongst pertinent initiatives and projects including [EFFRA innovation portal](#).

5.4. *Widened attainment of excellence related to the digitalisation of industry*

The Industry4.E [Bringing Projects Together](#) Workshop facilitated the necessary dialogue and cooperation among stakeholders within the Digital Industry domain ensuring interactions and sharing of research impact while engaging the different research communities, in cross-border, trans-discipline, inclusive collaboration with a focus on new opportunities for exploitation. This workshop was championed by the LIASE through secretariate support from IMR.

5.5. *Increased awareness of European activities in this field*

The [Industry4.E careers toolkit](#) complimented by a (well attended) workshop series implement across the EU; and an [Industry4.E e-book](#) has been published complimented by a series of virtual (well attended) workshops focusing on “success stories” to stimulate discussion and awareness in relation to SoA and key results related to piloting activities of the Industry4.E lighthouse projects and promoted where possible by the LIASE through facilitated dialogue achieved through the secretariate services.

END OF SECTION 5

6. Key Programmes and Topics

The secretariate services have supported the LIASE with recommendations concerning future work related to the *key programmes and topics* facilitated the necessary dialogue and cooperation among stakeholders within the Digital Industry domain ensuring interactions and sharing of research impact while engaging the different research communities, in cross-border, trans-discipline, inclusive collaboration with a focus on new opportunities for exploitation.

6.1. Recommendations concerning future work

The white paper or LIASE ‘position paper’ has been the subject of considerable effort clearly messaging to our targeted audiences, complimented by a new brand, a ‘visionary’ presentation, all delivered at key Digital Industry events and through a series of public and private engagements (see Section. 3 and Section. 4) to ensure a vigorous consultation process and realising adoption by the community reported in *D2.6: Support the LIASE to develop a White paper on Industry 4.E vision and mission strategy” supported by AquaTT* and *D5.5: Report about the bridging provided to the Industry 4.E Lighthouse Initiative*. The CSA and LIASE members, through the secretariate support of IMR, have contributed beyond the DoA expectations: promoting the initiative, establishing its position in the ecosystem, providing the necessary bridging support to the community as we transition to the new FP, succeeding during a global pandemic supported by a rich range of dissemination, communication, and exploitation activities (see Figure. 7).

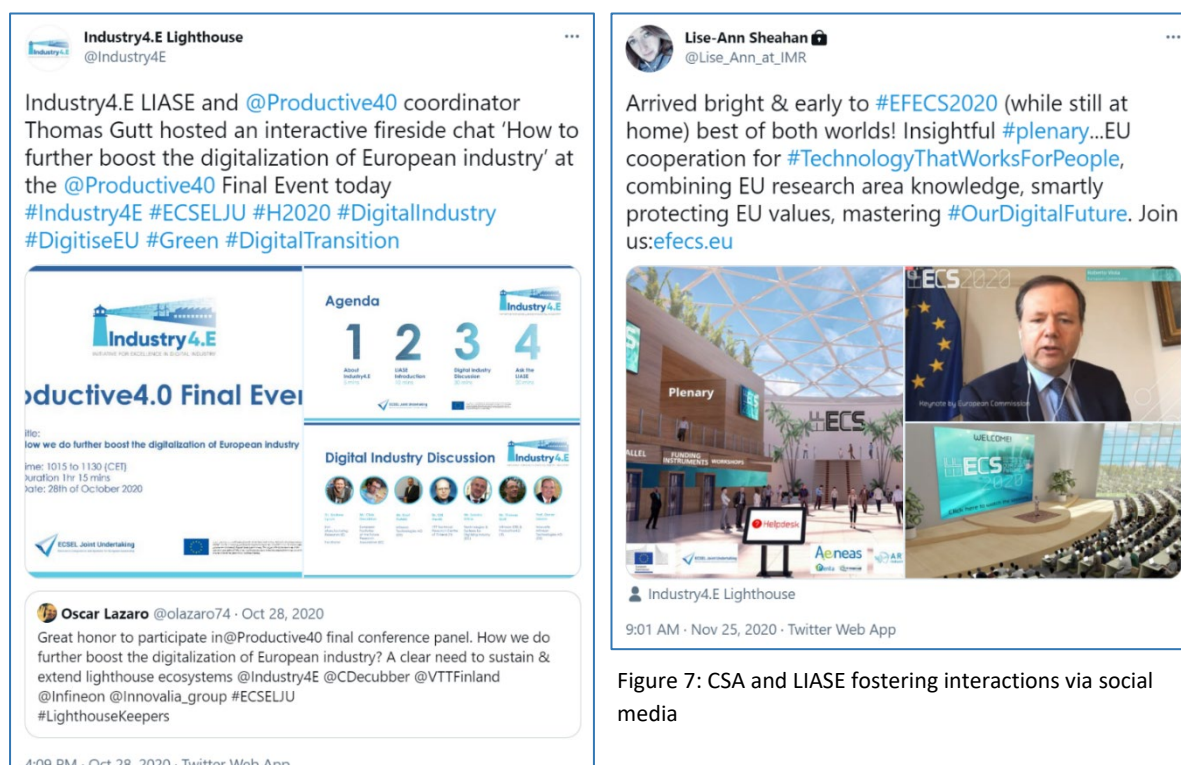


Figure 7: CSA and LIASE fostering interactions via social media

A flavour of the public events where the LIASE presented are listed as follows:

- FoF Community Days;
- The 2nd RTO Innovation Summit;
- Artemis Summer Camp;
- 3RD IEEE International Conference;
- ECSEL-JU Symposium;
- EU R&I Days;
- ETPN2020;
- Productive4.0 Final Event;
- Industrial Technologies 2020;
- World Manufacturing Forum 2020;
- EFECs 2020;
- Etc.



Figure 8: The CSA and LIASE at DEI Stakeholder Forum 2019

All public event information of the LIASE has been shared with the wider stakeholder community via the I4.E social media channels, ECSEL portal and project website. (hyperlinked Figure. 9)

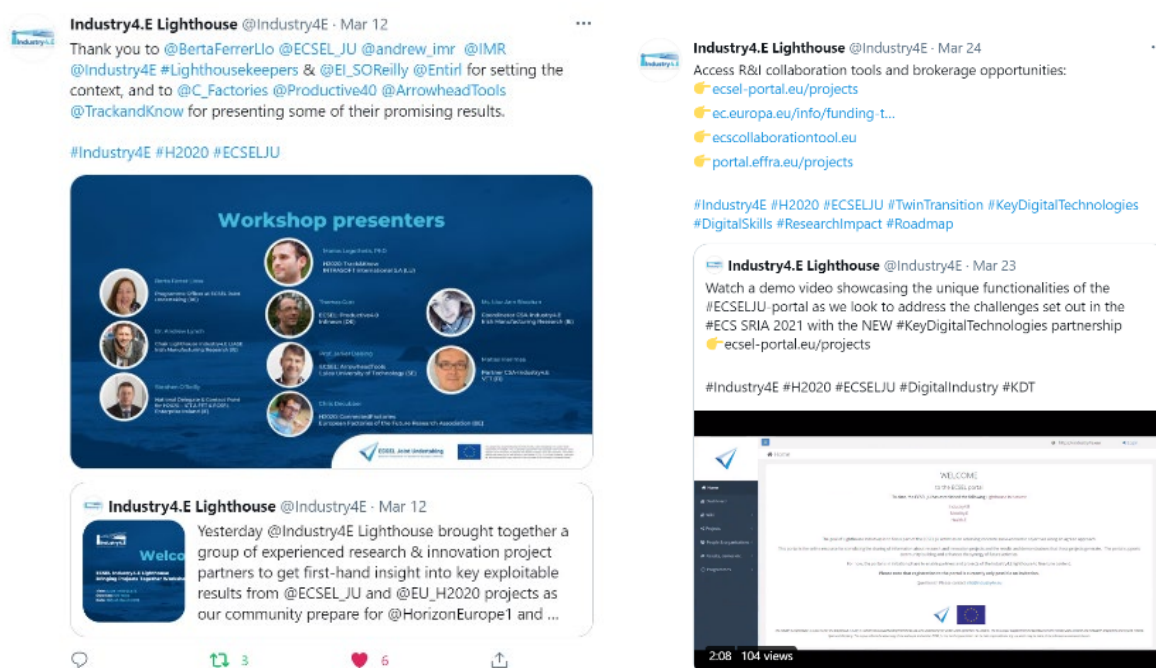


Figure 9: Sharing LIASE contributions with the wider stakeholder community

Several private engagements have been attended to support the community and the ECSEL-JU in its transition to the new FP as reported in [D2.6 Support the LIASE to develop a White paper on Industry 4.E vision and mission strategy](#). Briefings on this process have taken place and dialogue has been facilitated by the CSA, LIASE and ECSEL-JU with the wider community as more information has become

available. Slides from the Bringing Projects Together workshop of WP2 (see Figure. 10) illustrate an example of the type of information disseminated to the community in a timely manner.



Figure 10: the ECSEL-JU transition to Horizon Europe

END OF SECTION 6

Conclusion

The secretariat support provided to the LIASE has contributed to the full achieved of the project objectives and resulting performance. The secretariate, IMR, have kept the project on-track, additionally assisting all parties throughout the no-cost project extension (upon the request of the ECSEL-JU, due to circumstances outside the project), as detailed in the DoA. This supplementary effort has been made possible through the:

- exceptional support from the ECSEL-JU office and PO;
- commitment of additional resources from the CSA partners; and
- in-kind (time) contributions from the I4.E LIASE members.

The CSA and LIASE members have contributed beyond the DoA expectations, promoting the initiative, establishing its position in the ecosystem, providing the necessary bridging support to the community, and succeeding during a global pandemic supported by a rich range of dissemination, communication, and exploitation activities which can be build upon as we transition to the new FP.

This 30-month Coordination and Support Action has established a coherent, coordinated, and sustainable approach to supporting the ECSEL-JU Lighthouse I4.E by implementing a set of coordinated activities, underpinned by the secretariat support provided to the I4.E LIASE.

The result of this effort from the LIASE, supported by the secretariate services from IMR, has included the definition of appropriate KPIs to measure the success of the I4.E Lighthouse Initiative which have supported the LIASE in their efforts to support the community and in their reports to the ECSEL-JU GB, using the defined KPIs defined with the overall aim of delivering an efficient and targeted LIASE that contributes to the digitalisation of the European Industry.

Annexes

1. Templates: CSA/ LIASE meetings

CSA-Industry4.E - CSA/LIASE - Monthly Meeting
Agenda
DATE

Meeting Name:


Industry4.E | CSA/LIASE | Monthly Meeting

Date: XX
Time: XX
Location: Join Microsoft Teams Meeting

Invitees:

Org	Name	Surname	Email	Initials
CSA				
AQUATT	CSA			
IMR	CSA			
MGEP	CSA			
S2i	CSA			
VTT	CSA			
LIASE				
IMR	LIASE			
EFFRA	LIASE			
VTT	LIASE			
INF	LIASE			
CEF	LIASE			
EC	LIASE			
MON	LIASE			
INN	LIASE			
LTU	LIASE			
INF	LIASE			
ECSEL- JU				
ECSEL-JU	PO			
No Response				
Apologies				

Organiser: PC
Chair: LIASE chair
Minutes: PC



Author(s) PC

CSA-Industry4.E - CSA/LIASE - Monthly Meeting
Agenda
DATE



Agenda/Actions:

1. **Skills, Resources & Incentives:**
 - Item:
 - Sub item
2. **Key Programmes and Topics:**
 - Item:
 - Sub item
3. **Communication Dissemination Exploitation:**
 - Item:
 - Sub item
4. **Vision, Strategy, Roadmap:**
 - Item:
 - Sub item
5. **Influencing Networking & Events:**
 - Item:
 - Sub item
6. **Outreach Training Workshops**
 - Item:
 - Sub item
7. **AoB**
 - Item:
 - Sub item

Author(s) PC

CSA-Industry4.E - CSA/LIASE - Monthly Meeting
Agenda
DATE



Meeting Minutes:

Notes:

Meeting minutes

END

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Partners:



Notes:

Coordination and Support Action (CSA)

Lighthouse Initiative Advisory Service (LIASE)

Electronic Components and Systems for European Leadership (ECSEL)

Joint Undertaking (JU)

Industry4.E (I4.E)



ECSEL Joint Undertaking
Electronic Components and Systems for European Leadership



This project has received funding from the ECSEL Joint Undertaking (JU) under Grant Agreement no. 830845. The JU receives support from the European Union's Horizon 2020 research and innovation programme and Ireland, Finland, Spain and Germany. The output reflects the views only of the author(s), and neither ECSEL JU nor the European Union can be held responsible for any use which may be made of the information contained therein.

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2. Templates: LIASE meetings

Industry4.E - LIASE - Monthly Meeting
Agenda
DATE

Meeting Name:


Industry4.E | LIASE | Monthly Meeting

Date: XX
Time: X
Location: Join Microsoft Teams Meeting

Invitees:

Org	Name	Surname	Email	Initials
CSA				
IMR	CSA			
LIASE				
IMR	LIASE			
EFFRA	LIASE			
VTT	LIASE			
INF	LIASE			
CEF	LIASE			
EC	LIASE			
MON	LIASE			
INN	LIASE			
LTU	LIASE			
INF	LIASE			
No Response				
Apologies				

Organiser: PC
Chair: LIASE chair
Minutes: PC



LIASE TEMPLATE

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Industry4.E - LIASE - Monthly Meeting
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Agenda/Actions:

1. **Skills, Resources & Incentives:**
 - Item:
 - Sub item
2. **Key Programmes and Topics:**
 - Item:
 - Sub item
3. **Communication Dissemination Exploitation:**
 - Item:
 - Sub item
4. **Vision, Strategy, Roadmap:**
 - Item:
 - Sub item
5. **Influencing Networking & Events:**
 - Item:
 - Sub item
6. **Outreach Training Workshops**
 - Item:
 - Sub item
7. **AoB**
 - Item:
 - Sub item

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Industry4.E - LIASE - Monthly Meeting
Agenda
DATE



Meeting Minutes:

Notes:

Meeting minutes

END

Contact:

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Website: www.industry4e.eu

Partners:



Notes:

Coordination and Support Action (CSA)

Lighthouse Initiative Advisory Service (LIASE)

Electronic Components and Systems for European Leadership (ECSEL)

Joint Undertaking (JU)

Industry4.E (I4.E)



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