

EUROSKILLS2016

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Till

Styrelsen Worldskills Sweden

Styrgrupp Euroskills2016

Ekonomisk rapport Euroskills 2016

Innehåll:

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Sollentuna den 21 mars 2017

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Ordförande i styrgrupp för Euroskills2016

1) Bakgrund

Styrelsen i Worldskills Sweden (WSS) beslutade 29 februari 2012 att ansöka om att få värdskapet för Euroskills2016 till Göteborg i samverkan med Göteborgs stad. Någon statlig garanti för uppskattad kostnadsram erhöll inte WSS utan styrelsen beslutade att lösa finansieringsbehovet underhand.

Part till Worldskills Sweden i Göteborg var Göteborg&co och med en grundfinansiering från Göteborgs stad på 15 mkr.

Vid Worldskills Europe (WSE) årsmöte 2012 gavs också Worldskills Sweden enhälligt förtroendet att stå värd 2016. Avtal tecknades med WSE.

I ansökan 2012 till WSE redovisades en uppskattad kostnadsram om 54,8 milj kr och intäktstruktur för Euroskills2016 enligt nedan:

Budgetidé när ansökan gjordes

Kostnader (tkr)		Finansiering (tkr)	
Arenahyra, teknik	7 500	Göteborgs stad	15 000
Personal, org,adm	17 000	WSS 3+3+3	9 000
Logistik	1 300	Nationellt, övrigt	10 000
Marknadsföring	4 500	Paketsförsäljning	10 800
Övrigt	4 300		
Reserv	3 200	SUMMA	44 800
Paket , logi	7 000		
SUMMA	44 800	Sponsorer	10 000
Utrustning	10 000		

Jag gavs i uppdrag att leda Euroskills-projektet för WSS räkning. Ett samarbetsavtal tecknades med Göteborg&co som, efter beredning i arbetsutskott, godkändes av WSS styrelse. Enligt detta avtal gäller att projektet som sådant skall eftersträva ett nollresultat, men att vinst eller förlust i ekonomiska termer skall hanteras på följande sätt:

Avtal mellan WSS – Göteborg&co angående finansieringsansvar

5.2 Parterna garanterar finansiering och ekonomisk redovisning enligt bilagd budget

5.3 Senast 6 månader före den 29 november 2016 skall parterna med stor detaljeringsgrad arbeta igenom den för tidpunkten gällande prognosen för att säkerställa en budget i balans

5.4 I det fall den slutgiltiga redovisningen ej är i balans och visar ett underskott är det ett ansvar för WSS

5.5 Om överskott uppstår vid den slutliga redovisningen skall parterna gemensamt besluta om att detta överskott skall användas för att utveckla yrkesutbildning och yrkesevenemang i Västra Götalandsregionen på det sätt parterna finner lämpligt.



2) Principer för finansiering och ekonomisk uppföljning

I avsaknad av en fullt ut finansierad budgetram användes underlaget från ansökan som budgetmässigt riktmärke, dvs en total kostnadsram om ca 55 milj kr. Jämfört med föregående Euroskills i Lille 2014 var detta en kostnadsram ca 15% lägre.

En styrgrupp, med undertecknad som ordförande, organiserades med Anki Sande och Birgitta L Öfverholm från Göteborg&co samt projektledaren Lena Sjöstrand. Till styrgruppen knöts även en controller, Siw Franzén från Göteborg&co. Under sista halvåret 2016 ingick även Inga-Kari Fryklund som representant för WSS i styrgruppen. Styrgruppen har haft regelbundna möten med ekonomirapport som stående punkt.

Den ekonomiska uppföljningen fördelades mellan parterna så att Göteborg&co ansvarade för event-delens kostnader medan WSS ansvarade för tävlingsrelaterade kostnader. Projektledningen har löpande sammanställt en gemensam uppföljning av projektets hela resultat.

I syfte att trygga intäktssidan (utan att WSS garantiåtagande skulle utlösas) beslutade styrgruppen om att

- Undersöka möjligheterna om projektstöd från ESF-rådet samt hos Västra Götalandsregionen (VGR)
- Skapa en egen fakturering genom en marginal på "packages" samt maximera utställarytor, biljetter till ceremonier, avgift för Leaders Forum med målet om en sammanlagd nettointäkt utöver antagen nivå i budgetramen.
- Lansera en partner/sponsorstruktur med krav på kontantbidrag (utöver "value in kind") med ett mål att nå 5 mkr.

Vidare sattes målet att finansiera behovet av utrustning och material till tävlingarna till 100% genom sponsorer (value in kind).

Detta var sammantaget ingångsvärdena för finansieringen och så här blev resultatet;

Trots ett intensivt arbete med att försöka säkra finansieringen stod det under 2015 klart att de ursprungliga målsättningarna inte skulle komma att infrias.

- Något stöd via ESF-rådet gick inte att uppnå och överläggningarna med VGR stannade i ett anslag på 1,55 milj. kr.
- Sponsorarbetet vad gäller kontantbidrag gick heller inte att fullfölja enligt målsättningen utan denna sammantagna intäkt stannade på ca 50% av målet och ca 2 milj. kr.
- Arbetet med att avtala om sponsorstöd för utrustning och material intensifierades under första halvåret 2016 men försvårades väsentligt av att de utrustningslistor som skulle levereras av WSE var mycket ofullständiga och i vissa fall t o m saknades vid deadline. Projektledningen beslutade därför om att skjuta på tidpunkten att köpa/hyra utrustning till den 30 september. Det ofullständiga underlaget gjorde att arbetet med sponsorskap för utrustning blev mycket tidspressat och i oktober var vi därför tvingade att säkra utrustning i många yrken genom köp eller leasing. Mängden detaljer gjorde att vi inte fick det tidsmässiga utrymmet som behövdes för att ta in alternativa offerter, förhandla priser eller söka utländska leverantörer.
- Försäljningen av packages, utställningsyta, biljetter mm gick bättre än beräknat och inbringade drygt 7 milj. kr mer än budgetram vid ansökan.

Mot bakgrund av de osäkerheter som förelåg om antal yrken, antal tävlande, antal experter, kostnader för utrustning och material etc så har den ekonomiska uppföljningen skett genom att regelbundet göra prognoser utifrån de fakta som vid varje tidpunkt varit kända och med antaganden om övriga kostnadsposter. Under 2016 ökades frekvensen vad gäller löpande prognoser.

Mot bakgrund av samarbetsavtalets krav på genomgång av den ekonomiska situationen genomfördes den 14 juni 2016 ett möte med WSS arbetsutskott. Utifrån då kända fakta och antaganden beräknades ett behov av ca 5 mkr i garantiåtagande från WSS.

Finansiell översikt - intäkter

	Prognos	Budget
Göteborgs stad	15 000	15 000
Nationell finansiering (YÅ)	8 000	10 000
Pakettförsäljning	15 500	10 800
Sponsorer	4 000	10 000
Försäld yta	700	0
WSS (2014-2015)	3 100	9 000
WSS (garantiåtagande)	5 000	0
SUMMA	51 300	54 800

Vid mötet beslutades att dra ner på marknadsföringskostnaden, söka ytterligare en Officiell partner samt intensifiera arbetet med sponsorer. Vid denna tidpunkt fanns egentligen en enda stor osäkerhetspost och det var kostnaden för utrustning och material vilken var näst intill omöjlig att uppskatta då underlag saknades i flertalet yrken.

Trots flera kontakter med företag samt med AF lyckades vi inte få ytterligare en Officiell sponsor att ansluta sig. Ny och mindre kostsam marknadsföringsplan utformades och ytterligare resurser avsattes för sponsorkontakter i syfte att nå flera sponsorer i flera yrken.

I september tog styrgruppen så beslutet om att börja köpa/hyra utrustning & material. Någon annan rimlig väg för att lösa behovet förelåg inte. Efter detta beslut aktualiserades då också frågan om hur en försäljning av inköpt utrustning skulle kunna ske. Projektledningen beslutade om att avtala med företaget PSONline om att parallellt med Euroskills genomföra en online-auktion. I genomsnitt inbringar auktioner av denna typ en intäkt på ca 30% av uppskattade marknadsvärden på objekten. Tiden för att förbereda och marknadsföra auktionen blev väldigt kort då en hel del utrustning & material kunde införskaffas bara några dagar innan invigningen av Euroskills. Auktionen startade dock den 30 november i en första omgång. Redovisningen från PSONline per den 23 februari 2017 visar att auktionen inbringat ca 1,8 milj kr (varav 17% avräknas i auktionsarvode). Återstår att sälja köksutrustningen vilket sker i samband med en mäsas i maj och genomförs av företaget Rancold som var vår sponsor för kök. Rancold uppskattar att denna försäljning inbringar 3-400 tkr. Försäljningen via auktioner har inbringat drygt 20% av marknadsvärdet, vilket är något lägre än genomsnittligt. Orsakerna till detta är främst tidpunkten på året samt att tillräcklig tid inte fanns för en gedigen marknadsföring.

3) Sammanfattande resultatrapport

Den ursprungliga uppskattade kostnadsramen om 54,8 mkr justerades i den sista prognosen i oktober 2016 till 56 mkr, vilket också var den sista prognosen som gjordes innan Euroskills invigdes.

Projektet tvingades i ett sent skede till många fler köp än vad som antagits vilket medförde ökade kostnader bara dagar innan invigningen. Den slutliga totalkostnaden stannade trots detta på den prognosticerade nivån om ca 58 mkr. Denna totalkostnad är lägre än i Lille 2014 och kan jämföras med den statliga garantin om 8 milj euro för Budapest 2018.

Utfall Euroskills 2016

2017-03-10

	Utfall		
	Gbg & Co	WSS	Projektet
Intäkter			
Gbg Stad	15 000	0	15 000
Paketförsäljning	16 852	0	16 852
Garanterad grundfinansiering	0	11 077	11 077
WSS Nationellt övrigt	0	8 000	8 000
Sponsorer	92	3 556	3 648
Sponsorer, skyltar	0	0	0
Intäkter Utställare	1 305	0	1 305
Intäkter Fsg tävlingsmaterial	0	1 730	1 730
Övriga intäkter	31	615	646
Summa Intäkter	33 280	24 978	58 258

Kostnader

Projektleddning och Administration	9 113	8 280	17 393
WSE avgift och åtaganden	695	1 473	2 168
Marknadsföring	2 947	355	3 302
Arenahyra, teknik	11 154	652	11 806
Logistik	913	0	913
Logi och Mat	10 215	0	10 215
Aktiviteter	2 676	52	2 728
Tävling	470	0	470
Sponsorer	92	0	92
Hållbarhet	40	0	40
Utrustning	0	9 131	9 131
Reserv	0	0	0
Summa Kostnader	38 315	19 943	58 258
Resultat före Justering mellan Gbg & Co WSS	-5 035	5 035	0
Justering mellan Gbg & Co WSS	5035	-5035	0
Resultat	0	0	0

WSS betalade sommaren 2016 ett uppskattat resultatutjämningsbidrag till Göteborg&co om 5 500 tkr. Utfallet blev 5 035 tkr, vilket medför att WSS krediteras 465 tkr 2017.

Som garant beräknades för WSS del åtagandet enligt budgetram över hela projektperioden till sammanlagt 19 mkr (grundfinansiering 9 mkr samt Nationell finansiering 10 mkr). Utfallet för WSS enligt ovan är för 3-årsperioden lika med ca 19 mkr. Denna kostnad fördelar sig dock inte jämt över projektets tidsperiod varför huvuddelen ca 16,5 mkr ligger på verksamhetsåren 2016-2017.

Min bedömning är att processen för köp/försäljning borde ha startat betydligt tidigare för att såväl haft tid för förhandling med leverantörer om priser och förberedelser för försäljning via auktion. Detta är, med facit i hand, en åtgärd som skulle ha minskat nettokostnaden för utrustning & material. I övrigt skulle jag vilja konstatera att styrgrupp och projektledning varit mycket effektiva i att hålla i kostnaderna samt skapa egen fakturering.

Den kamerala analysen enligt ovan ska givetvis göras och det är lätt att vara efterklok i några avseenden. Dock skall i analysen också värderas det resultat som uppnåtts i form av besökarantal utöver förväntan samt en påtaglig nöjdhet hos besökare av olika kategorier samt hos utställare, sponsorer, partners och andra intressenter. Målsättningen med Euroskills2016 var att skapa en mötesplats för fortsatta insatser för att öka yrkesutbildningens attraktionskraft. Detta syfte menar jag har uppnåtts. Med denna bakgrund finns, efter Euroskills, ett brett förankrat engagemang att

omsätta i kommande aktiviteter. Den kommunikativa utvärderingen visar på en bred uppmärksamhet i samtliga mediala kanaler, men med en tydlig tonvikt i sociala kanaler.

Den satsning som gjorts på att nå ut i skolor i västsverige, men även i andra delar av landet med hjälp främst av Skolverket, har bidragit till en ökad uppmärksamhet och intresse för yrkestävlingar som metod att öka kvalitet och status. Investeringen i den sk lärarhandledningen har skapat ett bra verktyg för WSS att nu anpassa till kommande aktiviteter.

Att ha "hållbarhet" som ett strategiskt fokusområde har varit fördelaktigt i många sponsorkontakter samt väckt intresse hos kommande värdar för internationella yrkestävlingar. Genom detta arbete samt med en gedigen projektdokumentation har vi aktivt bidragit till utvecklingen av kommande Euroskills.

En officiell slutrapport har producerats och biläggs denna rapport.

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Bilaga b)

**Euroskills 2016 Göteborg
Sponsor cash contribution overview**

Company	Product Category	Cash contribution (SEK)	Euro
3M	Personal Protection	540 000	60 000
Ahlsell	Electrical Installation	10 000	
Akzo Nobel/ Nordsjö	Painting & Decoration	20 000	
Alexandria Professional	Beauty Therapy	10 000	1 150
AME AB	CNC Milling	20 000	
Autodesk	Mechanical Engineering Design	25 000	
Cederoth/ Orcla Care	All Skills	15 000	
DHL	Logistic Provider	100 000	
Ege Carpert	Floor laying	22 000	
Festool	Cabinet Making/Joinery, Painting, Plastering and Dry Wall, Floor Laying	150 000	
Grundfos	Plumbing & Heating	163 000	17 000
KNX Association	Electrical Installation	45 000	5 000
Lincoln Electric	Welding	36 000	4 000
Lindex	Fashion Technology	10 000	
Mitutoyo	CNC Milling	20 000	
MB-bolagen	Electrical Installation	20 000	
PEAB	Installation for Electrical Installation (Event partner)	100 000	
PS Online		48 000	
Rancold		2 000	
Scandic Hotels Group AB		20 000	
Scania	Heavy Truck Maintenance	150 000	
Siemens	Electrical Installation	68 000	7 300
Stabila	All skills	13 500	1 500
Studica	Mobile Robotics	45 000	5 000
Wiha		20 000	
Volvo Group	Cars and Trucks	500 000	
Summa		2 172 500	

Egen fakturering

Specifikation	Fakturerat, tkr	Jämfört med budgetram, tkr
Packages		+
Skyltar	79	+ 79
Leaders Forum	9	+ 9
Biljetter ceremonier		+
Utställaryta	700	
TOTAL		

FINAL REPORT

Euroskills 2016

MORE THAN A COMPETITION



FOREWORD

The mission that was set at the start of this process was that “EuroSkills 2016 will be an inspiring celebration of vocational careers and future aspirations”. Now that the event is behind us we can definitely say that we achieved this goal. EuroSkills was also a worthy conclusion to the “2016 Year of Vocational Education”.

With visitor figures reaching 65,000 we easily exceeded our target attendance. The quality of the event clearly showed that EuroSkills 2016 helped to raise awareness and interest in vocational education and vocational skills. In other words, EuroSkills2016 was a real success.

The 500 young competitors demonstrated the exceptional standard of their vocational skills. They competed in 35 vocational skills and gave demonstrations in 9 different skills, while visitors could try out a variety of skills for themselves in 25 areas divided into six different clusters. A total of 50 exhibitors also contributed to this unique chance to see the potential of vocational training in action.

EuroSkills 2016 was a truly unique gathering for anyone interested in vocational education and training, in Sweden or internationally. A wide range of seminars, study visits and informal talks gave opportunities to exchange experiences and ideas. The WorldSkills Europe Leaders Forum brought together over 100 delegates to discuss the future demands and needs of vocational education and training.

EuroSkills 2016 was visited by a large number of delegations from other countries in and beyond Europe, making it a distinctly international event.

EuroSkills 2016 was based on several key criteria:

- Visiting the event should feel like an investment in the future and offer a high level of interactivity, especially for the main target group: school students in the age range 14–16. A guide was therefore developed for teachers and students to help them prepare for their visit.
- The competitions should set the highest standard and use the latest technology. More than 120 partners and sponsors contributed to this in different ways. A special mention goes to the Official Partners of the event: Festo, 3M and Volvo.
- Sustainability would also be a target in every aspect of EuroSkills 2016. The official evaluation...
- EuroSkills 2016 was the fifth event of its kind since it was first held in 2008. Our aim in Gothenburg was to make EuroSkills even better and pave the way for its continuing development through detailed documentation and modern management.

The broad support of many stakeholders during the preparations and the event itself have laid the foundation for continued partnership and commitment that will make vocational training and education more attractive. The initiators and national organisers behind WorldSkills Sweden and EuroSkills 2016 in Gothenburg have made major contributions in this field.

EuroSkills 2016 was organised in close cooperation with WorldSkills Europe and its 28 member countries. This European partnership will now carry on in Budapest in 2018 and Graz in 2020.

Tommy Hellström, Chairman of EuroSkills 2016



*Tommy Hellström,
Chairman of EuroSkills 2016*

FOREWORD

It was impressive to see how fast Europe has developed such a high quality skills event. With its fifth edition of EuroSkills, the national organising team from Sweden and the secretariat of WorldSkills Europe presented competitions on a very high level.

Most of all it was impressive to see the impact of the event and the competitions on all the young people and students. The dedication and hard work of all the young and skilled competitors have been a great inspiration for all. I was able to walk through the competition area many times – and I still couldn't get enough of watching their progress.

We also achieved impressive results, besides highlighting sustainability as an important pillar for the event, the actual amount of visitors exceeded all expectations:

Almost 35,000 students had pre-registered and prepared a visit to EuroSkills based on the teachers' guide. They admired the competitors and also learned so many things about the professions that were on display through the try-a-skill activities.

We can see that this concept of showcasing excellence in a very attractive way, does inspire young people all around the continent. Europe is a region of diversity and a region of high-level educational systems as well. Something we have experienced in Gothenburg in the best way possible.

But this high-quality event would not have been possible without the contribution of all the volunteers and experts that gave their best before and during EuroSkills 2016.

What will remain? First of all: Beautiful memories! Fantastic moments! And a unique experience!

EuroSkills Gothenburg and WorldSkills Sweden – you gave us such a fantastic time! This event was unique, extraordinary and tremendous!

Thank you so much for all.

Hubert Romer, President of WorldSkills Europe



H. Romer

*Hubert Romer,
President, WorldSkills Europe*

EUROSKILLS 2016

- Largest international skills competition in Europe
- First time in Scandinavia
- 35 competitions
- 9 presentation skills
- 500 competitors
- 33 countries
- 26 try-a-skill activities
- 50 exhibitors
- 300 volunteers
- 200 media representatives
- 26 seminars
- 145 programme events on stages
- 130 partners
- 65,000 unique visitors
- 40,000 sq. m
- 3,000 delegates



Our vision:
EuroSkills 2016 will be an inspiring
celebration of vocational careers
and future aspirations.

BACKGROUND AND MISSION

The mission that was set at the start of this process was that "EuroSkills 2016 will be an inspiring celebration of vocational careers and future aspirations". Now that the event is behind us we can definitely say that we achieved this goal. EuroSkills was also a worthy conclusion to the "2016 Year of Vocational Education".

EuroSkills is Europe's largest skills competition and was organised for the fifth time in Gothenburg.

On 30 November – 4 December 2016, with competition days on 1–3 December, approximately 500 young competitors up to the age of 25, from 28 countries and 6 non European countries, met in Gothenburg to compete for the European title in 35 official competition skills. This was the first time EuroSkills was organised in a Nordic country.

ORGANISERS

EuroSkills is a biennial skills event initiated by WorldSkills Europe, which is the unifying body for European members who want to part in the EuroSkills event.

EuroSkills 2016 in Gothenburg was organised in partnership between WorldSkills Sweden, Göteborg & Co and the Swedish Exhibition & Congress Centre.

WorldSkills Sweden is a tri-party collaboration between the Swedish Trade Union Confederation (LO), the Confederation of Swedish Enterprise (Svenskt Näringsliv) and the Swedish government acting through the Ministry of Education and Research, the Swedish National Agency for Education and the Swedish National Agency for Higher Vocational Education.

MISSION

The mission of WorldSkills Sweden is to raise the status and stimulate interest in vocational education and training. EuroSkills 2016 was organised to support this mission with the long-term goal to safeguard long-term access to skilled professionals and the quality of vocational education and training in Sweden and Europe.

The aim was to showcase the potential of vocational education and training in finding work, starting up a business, extending studies or simply individual development. Visitors and competitors could take part in a range of enjoyable and inspiring side events, including try-a-skill challenges, workshops with a future perspective, seminars, networking sessions and exhibitions.

THEY GOT SKILLS!

EuroSkills 2016 was a unique opportunity for Gothenburg to manifest hope for the future for young people in the region and in Sweden. It was a great opportunity to show that all young people have a chance to obtain employment and knowledge that can lead to personal success and contribute to continued growth for both the region and the country.

In the Gothenburg region there are in total 23,000 students in the 8th and 9th grade. Therefore we thought it was reasonable to have 30,000 unique visitors as a goal. But in the end we had 65,000 visitors! Not in our wildest dreams we could have imagined such a result."

*Lena Sjöstrand, Project Manager,
EuroSkills 2016.*

"It was great to see the energy and confidence radiated by these young people. It made me very happy."

*Carl Bennet, Chairman of the board and
principal owner of Getinge, Lifco & Elanders.*

HOST INITIATORS:

Skolverket



Regeringskansliet



Göteborgs
Stad



OBJECTIVES AND STRATEGIES

OBJECTIVES

1. Increase knowledge and awareness of future career paths.
2. Improve the status and attraction of vocational education and training.
3. Competence enhancement and inspiration for school personnel and career coaches.
4. Role model for sustainable skills competitions.



STRATEGIES

1. Ensure that the event is as visitor friendly as possible

- Clear event concept: Competition, try-a-skill activities, information.
- Strong focus on try-a-skill activities.
- The events area was divided into six clusters
- Each cluster had information hubs.
- Clear and consistent signage.
- Guided tours in 5 different languages.
- Three known persons in Sweden were “skill hunters” with the task of inspiring visitors on location.
- Workshop with all exhibitors, giving them input and inspiration on the best ways to reach out to visitors with our message.

2. Integrate EuroSkills in the existing syllabus

- A guide for teachers to use before, during and after the visit.
- Solid support in school, for example through workshops, presentations, theme sessions, cooperation with GR Utbildning. GR Utbildning ran theme sessions in schools to gain support for the teachers’ guide prior to the visit – a total of 72 classes and 1,600 pupils were visited at 35 schools.

3. Recruit vocational teachers as workshop managers

- Create foundation for continued involvement in schools with the help of active vocational teachers.

4. Strong and active Advisory Board

- Offer all major stakeholders the opportunity to influence and build support.

5. Involve and engage partners in their own arrangements

- Encourage partners to use EuroSkills as a joint platform for achieving their own goals.
- Give them the tools to talk about EuroSkills in their own networks.

6. Visual material to spark curiosity and visualise possibilities

- Encourage the development of visual communication materials that illustrate the possibilities after various vocational courses and can also be used after EuroSkills.

7. Create an event for young people organised by young people

- Involve young people in the preparations, e.g. through workshops.
- Students as volunteers.
- Students did assignments within their course frameworks.

8. Sustainability vision and focus areas

See next chapter

A teachers guide was developed for teachers to use before, during and after the visit.



"Thanks to EuroSkills we have been able to work across municipal borders and with career coaches from the Swedish Public Employment Service, which was very rewarding. The EuroSkills teachers' guide has also paved the way for closer collaboration between teachers and vocational guidance advisers in schools."

Ylva Olsdotter Drebold, vocational guidance adviser, Guidance Centre

SUSTAINABILITY

EuroSkills 2016 aimed to set an example and a precedent for sustainable skills competitions in a global perspective.

SHOW THE WAY FOR SUSTAINABLE SKILLS COMPETITIONS

Our ambition was to minimise the negative impact of the event on the environment and make a positive contribution to society, our stakeholders and the local economy. EuroSkills 2016 aimed to have lasting benefits at local, regional and national level.

EuroSkills should contribute to the development of

- sustainable events
- sustainable skills competitions
- Gothenburg as a sustainable event city

WHY SUSTAINABILITY?

Gothenburg has high standards and ambitions, but it also has long experience and favourable conditions for hosting sustainable events. Gothenburg was recently ranked number one in the global sustainability index of the meetings & events industry.

The city made a big investment in EuroSkills and by focusing on sustainability and legacy it was possible to achieve the full potential of this event and thus get a good return on the investment.

Many employers today are experiencing a shortage of labour, and many young people are unemployed. At the same time fewer young people are applying for the vocational training that is available today. Reducing the skills gap in the labour market is a big challenge. EuroSkills could be used as a platform for collaboration and a catalyst to tackle these issues.

We are seeing a paradigm shift as sustainable development becomes increasingly important from both a global and an individual perspective.

In our experience, active and integrated sustainability efforts at events offer considerable benefits in terms of cost effectiveness, long-term relationships with stakeholders and employee motivation. They also reduce environmental impact and are good for society.

HOW WE DID IT – PROCESSES AND TOOLS

Overall strategies were used to meet goals and ambitions:

Sustainability right from the start of the project.

Sustainability was part of our strategic planning right from the start of the project and one of the first members appointed to the project team was a sustainability manager.

Ambition, policy and strategy

The sustainability policy and strategy were developed early in the planning process and were drawn up jointly by key individuals, internally and externally, who had strong expertise in this area.

Holistic and integrated approach

We considered all three dimensions of sustainability: environmental, social and economic (planet–people–profit), and all department managers were also given responsibility for sustainability. This ensured that sustainability was integrated into our activities.

Collaboration and engagement

Engaging people, both internal and external stakeholders, in sustainability strategy and issues was a key ingredient for success.

Event sustainability management tools

To support our sustainability efforts the event was certified to the Swedish Environment Base standard, and awarded an environmental event diploma. To gain a diploma an event must meet around 60 environmental criteria. In addition to environmental certification we also used ISO 20121, a management system for ensuring the sustainability of events.

"I entered the competition area at the Swedish Exhibition & Congress Centre on Friday afternoon and became totally absorbed ... and hopeful!"

Helena Söderbäck, Chair, Gothenburg Region Association of Local Authorities



FOCUS AREAS

We identified five focus areas where our efforts would be most effective from the perspective of sustainability:

- Knowledge, dreams and desire.
- Welcoming, open and inclusive.
- Use of resources and waste management.
- Climate emissions (CO₂).
- Legacy.

FOCUS AREA I: KNOWLEDGE, DREAMS AND DESIRE

Overall goal:

All stakeholders should feel that EuroSkills 2016 had given them more value than expected.

Fewer young people are applying for vocational training, many employers are experiencing a shortage of labour, and many young or vulnerable people are unemployed. EuroSkills should give these groups knowledge and insights about the opportunities in the labour market, today and in the future.

Strategy:

- Participation, commitment, dialogue and interactivity. To engage and involve all stakeholder groups based on their respective needs and encourage them to use the event as a platform for collaboration on strategic issues relating to education, the labour market and skills supply.

Measures and results

- Three years before the event an Advisory Board was set up to promote support, collaboration and a long-term perspective. The group included representatives from key stakeholders: government agencies, stakeholder organisations, private companies, regional and local administrations – groups that do not normally meet. This provided opportunities to combine efforts and collaborate in new and existing ways.
- EuroSkills is an event for young people. To succeed in attracting the target group and ensure the credibility of our communications, we involved young people in planning and hosting the event. Our goal was to involve at least three classes from different vocational skills courses. The result was far beyond our expectations. For example, various classes took part in and were responsible for:
 - Video production for marketing.
 - Taking photos and videos of the event that were offered to all stakeholders.
 - Editing social media during the event.
 - Designing and making medals.
 - Risk, safety and security plan.
 - Welcome desk at the official hotel for all participants.
 - Project management of the Farewell Party, from planning and budget to execution.
 - Young people as volunteers.
- One of the early challenges was to get schools to set aside time to visit EuroSkills. A decision was taken to develop a teachers' guide with the help of the target group, i.e. teachers, and to link exercises to their existing syllabus. Support was built up by GR Utbildning during autumn, and a total of 72 classes at 35 schools were visited, and 1,600 students were given the opportunity to prepare for the event with a mentor.
- Two partner workshops were held to motivate partners and sponsors, and sustainability was part of the agenda on both occasions.
- The impressive number of visitors and the feedback from visitors, teachers, competitors, partners and sponsors also show that we met our goal that all stakeholders should gain added value from their participation and commitment.

FOCUS AREA 2: WELCOMING, OPEN AND INCLUSIVE

Overall goal:

EuroSkills 2016 should be accessible and welcoming for everyone.

EuroSkills should be accessible and welcoming for everyone, regardless of who you are. Our ambition was to highlight and break down barriers that have a negative impact on diversity, equality and accessibility for everyone. We believe that this is important to ensure an effective supply of skills.

Strategy:

To identify and break down physical and mental barriers, and to promote recognition and inclusion.

Measures and results:

- In our communications we deliberately chose images that went against the norm and portrayed non-traditional career choices.
- We created inclusivity by actively promoting diversity in the volunteer group. EuroSkills had roughly 400 volunteers who were together fluent in 30 different languages. The gender distribution was largely equal, with 49 per cent female and 51 per cent male. The average age was around 32, which means that we had a large age range. The youngest was 15, and the oldest 84. Volunteers with various disabilities helped to host the event.
- Recognition and inclusivity were promoted by inviting young people to get involved in planning the event.
- We provided information and marketing materials in different languages.
- EuroSkills and the Swedish Public Employment Service offered guided tours in Somali, Arabic, Persian and Tigrinya. Unemployment is high among people from these language groups in Gothenburg, so it was important to encourage them to visit the event. More than 500 people took the guided tours.
- We tried to eliminate economic obstacles that might prevent people from visiting: there was free entrance to the event, schools were given discount on public transport, and we offered a cheap lunch option for schools.
- We worked with the Swedish Exhibition & Congress Centre to maximise physical access to the premises.
- All the participants, with a few exceptions, stayed at Gothia Towers. This created a sense of community and encouraged new contacts across national borders.
- We believe these measures contributed to the good results, for example visitor numbers and satisfaction among stakeholders.

"Thanks to EuroSkills we have found new partners who we will continue to work with even after the event."

Malin Swanström, Swedish National Agency for Higher Vocational Education

FOCUS AREA 3: USE OF RESOURCES AND WASTE MANAGEMENT

Overall goal:

EuroSkills 2016 aims to be a “zero waste” event, by eliminating landfill waste and minimising incineration.

EuroSkills is an event that requires considerable resources, including lots of equipment and materials. Careful resource management was expected to have a positive effect on the environment and on the financial demands of the event. Setting a zero waste goal was a tough ambition, but it inspired a number of alternative solutions.

Strategy:

Avoid waste right from the procurement stage. Make plans for disposing of surplus materials afterwards, and aim to be as high as possible up the waste ladder, through careful planning and management: rethink – reduce – reuse – remake – recycle.

Measures and results:

- We established a partnership with an auction company to dispose of excess equipment and materials after the event. Large amounts were auctioned off, which helped us to quickly dispose of materials and also reduced the financial cost of the event.
- Some materials and results from test projects were re-used or donated. For example used flower arrangements from the florists area were used for the final ceremonies and parties, and the benches made in concrete construction have been taken away by the city's parks and landscape department. Surplus plants have gone to Returhuset i Angered, a re-use and recycling organisation, where the apple trees provide the framework for a new meeting place in the form of a garden and orchard. Surplus food was collected by the aid organisation Betelskeppet. Some of the competition materials were donated to schools such as Österängsgymnasiet (Industrial Control), Ester Mosessons (Cooking and Restaurant Service), Burgården (Hairdressing) and MTG (Automobile Technology).
- We always served vegetarian options, and all seafood was sourced from sustainable stocks. Coffee, tea, sugar, milk and fruit were organic and ethically labelled. All participants and volunteers were given a water bottle that they could fill themselves. There was no still bottled water, but all participants were instead asked to refill their water bottles with tap water. Visitors were also informed that tap water in Sweden is safe to drink.
- One strategy that was difficult to implement was to get chief experts and workshop managers to create test projects and infrastructure lists that took cost and environmental factors into account. The success of this strategy requires close cooperation with WorldSkills Europe and the technical director, as well as sufficient time. We were, however, successful in meeting the target of eliminating landfill waste and minimising the quantity of waste. Just under 125 tonnes of waste was generated, which represents a little over 260 kg of waste per competitor.

“Brilliantly coordinated, everyone is satisfied and feels uplifted. I hope that we can build on this experience and that we can continue this work in some form.”

Gabriella Bouizgarne, Swedish Public Employment Service Manager, Alingsås.



FOCUS AREA 4: CLIMATE EMISSIONS

Overall goal:

EuroSkills 2016 will minimise climate emissions from the event.

Climate change is one of the greatest challenges of our time. The ambition was to plan and deliver an event with a minimum of climate emissions. The main sources of climate emissions were travel and transportation, energy consumption and food and drink.

Strategy

The teams' journeys to and from Gothenburg were a major source of emissions linked to the event. We felt that our ability to influence these journeys was minimal, so we decided not to make any special efforts to minimise their environmental impact. We focused on measures that were directly linked to the event, which we had greater opportunity to control and influence.

Measures and results:

- The all-under-one-roof concept, and having official hotels and public transportation within walking distance, made it possible to reduce transport needs.
- To save time, money and environmental impact the Progress Committee set up meetings via Skype. We achieved our goal to hold half of the meetings via Skype, i.e. 5 out of 10 Progress Meetings.
- Both the venues for the event – the Swedish Exhibition & Congress Centre and the Scandinavium arena – use 100 per cent wind power. This means that all the energy used during EuroSkills came from renewable sources.
- Always serving vegetarian options and prioritising local water helped to reduce climate emissions during the event.
- All the official hotels have environmental diplomas, so all the hotel nights during the event were environmentally certified.
- During the competition period, including setting up and clearing up, a total of 403,076 kWh of energy was used, of which electricity made up 261,915 kWh and heating/cooling made up 141,161 kWh. This gives an energy consumption per competitor of 847 kWh. An estimate of the delegates' (1,638 people) total climate emissions due to return journeys between Gothenburg and their respective capital cities gives emissions of more than 1,150 tonnes of CO₂. This in turn gives an average of 703 kg of CO₂ per delegate.
- We were unable to measure the total carbon footprint of the event, but we instead focused on taking as many measures as possible to minimise climate emissions.

FOCUS AREA 5: LEGACY

Overall goal:

EuroSkills 2016 should have positive lasting effects for society and for event stakeholders in terms of skills supply, vocational training and the confidence of young people at national, regional and local level.

EuroSkills should be more than a competition. EuroSkills aims to strengthen the confidence of young people in the future as well as opportunities to create a future that offers a sustainable career. This requires a long-term perspective as well as the involvement and commitment of local, regional and national stakeholders after the event. The event should serve as a facilitator, catalyst and platform for collaboration.

Strategy

To involve relevant organisations that can take initiatives and actions in connection with EuroSkills. Consideration is given to the lasting effects of the event at every stage of planning.

Measures and results.

- The formation of the Advisory Board for building support, collaboration and a long-term perspective was the key to managing and developing the legacy of the event. Various partners were given responsibility for different aspects during planning to emphasise the long-term aim of the event.
- It is too early to say whether we succeeded with our overall aim – that more young people should apply for vocational training. What we do know is that the event has developed and improved opportunities for young people to make a well-grounded choice.
- GR Utbildning has set up an additional service for the provision of strategic skills in order to safeguard the legacy of EuroSkills.
- The teachers' guide lives on. According to feedback from the registered schools, more than 90 per cent of the respondents said they would continue to use the guide in the future, regardless of EuroSkills.
- Vocational guidance advisers and employment advisers have gained new skills as a result of EuroSkills. More than 200 people received special advance information and were closely involved in EuroSkills, which is important in both the short term and long term.
- The Organising Committee has passed on details of processes, checklists and schedules for all aspects of the event to WorldSkills Europe. This is intended to aid in the development of WSE and to help future WSE organisers to raise the quality of EuroSkills as a competition and event.
- Three months after the event, key representatives from Gothenburg and Budapest will meet in Budapest to pass on the lessons learned.

ORGANISATION

STEERING GROUP

The Steering Group was made up of representatives from WorldSkills Sweden and Göteborg & Co. The group held 13 meetings.

The project managers worked closely with representatives from WorldSkills Europe.

Organisation	Role	Name
EuroSkills 2016	Chairman	Tommy Hellström
WorldSkills Sweden	CEO, The Association of Private Care Providers	Inga-Kari Fryklund
Gothenburg & Co	Manager Event Production	Anki Sande
Gothenburg & Co	Director, The Trade & Industry Group	Birgitta L-Öfverholm
Gothenburg & Co	Controller	Siw Franzén
EuroSkills 2016	Project Manager	Lena Sjöstrand
EuroSkills 2016	Assistant Project Manager	Annika Knutsson

STRATEGIC GROUP

The Strategic Group was formed in January 2014. The group focused on support, collaboration and sustainability. The group included representatives from key stakeholders – government

agencies, stakeholder organisations, private companies, regional and local administrations – groups that do not normally meet. This provided opportunities to combine efforts and collaborate in new and existing ways. The group met 14 times.

Organisation	Role	Name
3M Svenska AB	Event and Brand Manager Nordic	Patrik Ljungkvist
Arbetsförmedlingen	Business Sector Specialist	Cecilia Hamilton
Business Region Göteborg	Deputy CEO/Financial Director	Eva-Lena Albihn
City of Gothenburg, Stadsledningskontoret, Valfärd och utbildning	Planning Manager	Annika Andersson
Confederation of Swedish Enterprise	Education Policy Specialist	Johan Olsson
EuroSkills	Project Manager	Lena Sjöstrand
EuroSkills	Assistant Project Manager	Annika Knutsson
Festo AB, Didactic Scandinavia	Sales Manager	Stefan Johansson
LO	Official	Anna Palmér- Hallén
Region Västra Götaland	Regional Development Officer	Marja-Leena Lampinen
Swedish Exhibition and Congress Centre	Business Manager	Klas Pettersson
Swedish Exhibition and Congress Centre	Head of Business Development	Ulrica Ramstedt
Swedish National Agency for Higher Vocational Education	Communication Officer	Malin Svanström
The Göteborg Region Association of Local Authorities	Group Manager, Pedagogiskt Centrum	Fredrik Åkerlind
The Swedish National Agency for Education	Director of Education, Unit for upper secondary school	Lotta Naglitsch
The Trade & Industry Group, Gothenburg & Co	Project Manager	Eva Henricsson
Volvo Car Corporation	R&D Event Manager	Anna Karin Wennerstrand
Volvo Group Headquarters	Senior Vice President, Corporate Sponsoring & Events	Mats Nilsson
Volvo Group Headquarters	Corporate Sponsoring & Sales	Julia Ryding Wikberg



ORGANISING COMMITTEE

The Organising Committee consisted of 14 persons. During the final months up to the event the organisation had 32 salaried members.

Role	Name
Chairman EuroSkills 2016	Tommy Hellström
Project Manager	Lena Sjöstrand
Assistant Project Manager / Logistics Manager	Annika Knutsson
Activities	Daina Sakars
Communication and Logistics	Josef Johansson
Communication and Logistics	Viktor Johansson
Communication Manager	Linn Enckell
Communication Officer	Jonas Hellström
Competition and Partner Coordinator	Linda Jutbring
Competition and Partner Coordinator	Therese Hansson
Competition Manager	Patrik Svensson
Controller	Siw Franzén
Environmental Diploma	Filip Eklund
Event Coordinator	Camilla Karlsson
Event Coordinator	Karin Olofsson
Exhibitor Coordinator	Roger Nöjd
Gothia Towers	Cecilia Lönegren
Media Officers	Daniel Vandor / Sebastian Sundberg
Partner Manager	Viveka Blomgren
PR	Fredrik Beckman
Sales	Michael Jansson
Sales	Magnus Sammels
Sales	Mikael Kulanko
Sales	Markus Herrlin
Sales Coordinator	Madeleine Rexus
Security Manager	Kristian Ferrara
Sustainability Manager	Katarina Thorstensson
Swedish Exhibition and Congress Centre	Klas Pettersson
Venue Coordinator	Anders Stenfeldt
Venue Dressing and Signage	Kennet Sundberg
Venue Layouts	Tapio Kampman
Volunteer Manager	Jeanette Mill

STUDY TRIPS

Representatives from the Organising Committee and the Strategic Group visited:

- WorldSkills 2013 in Leipzig
- Germany, EuroSkills 2014 in Lille, France
- WorldSkills 2015 in Sao Paolo, Brazil
- Skills Show 2014, Birmingham, UK
- Sweden Nationals 2014, Umeå and 2016, Malmö.

These were all very educational visits. They also had a positive effect on team spirit and helped to gain an understanding of the competition and the event itself.

WSE AND OC COOPERATION

During the planning phase WorldSkills Europe and the Organising Committee had 10 progress meetings, 5 of them were on Skype for sustainability reasons. During the event WSE had a supportive secretariat with approximately 30 people that were responsible for different areas.

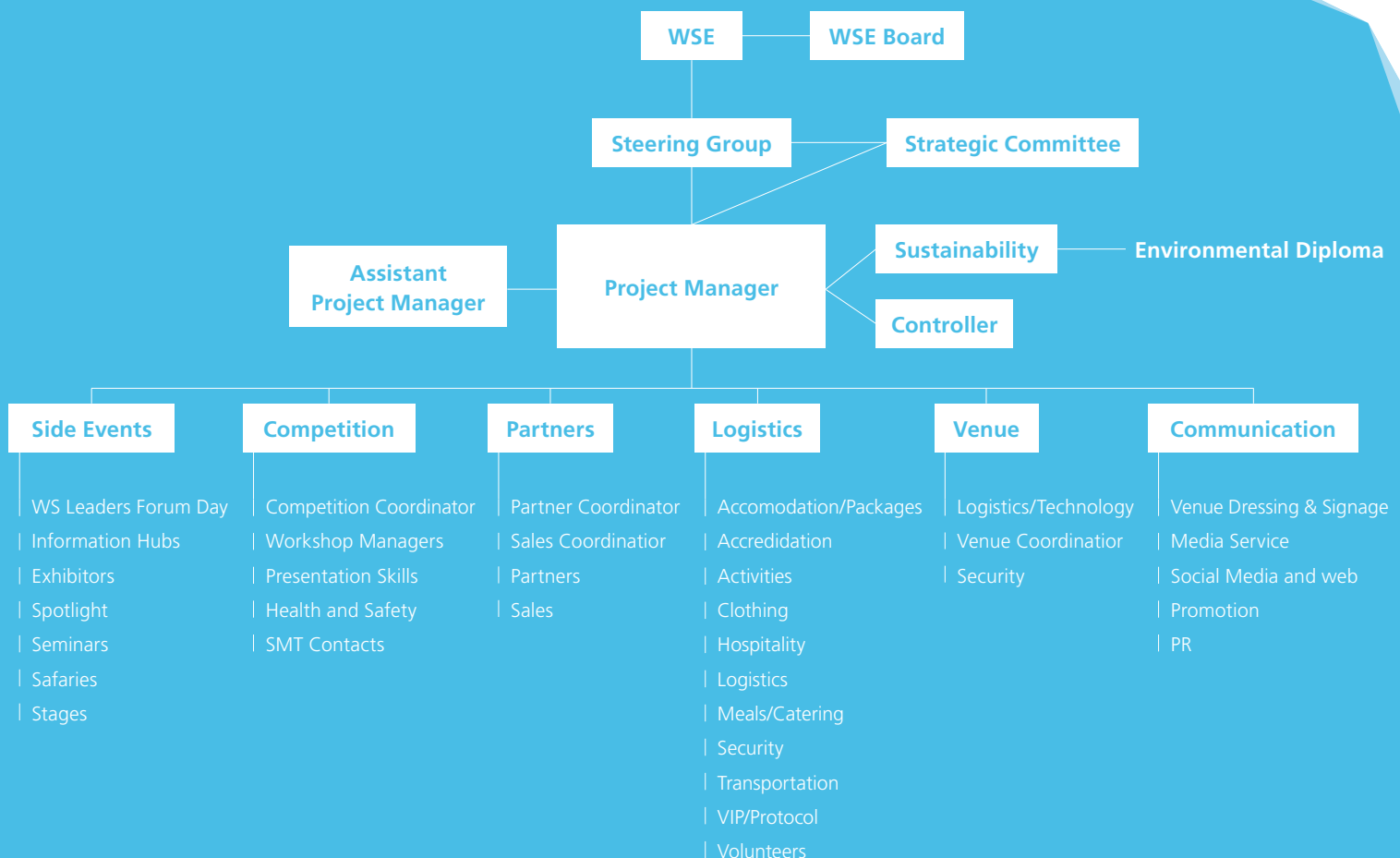
Hubert Romer, President

Jos de Goey, Secretary General

Angelie Kaag, Marketing & Communication Director

Eugene Incerti, Technical Director

Jordy de Groot, Technical Coordinator



COMPETITION

THE NATURE OF THE COMPETITION

The EuroSkills competition is a European skills competition for young people up to the age of 25 that promotes skills every other year in one of the member states of the WorldSkills Europe association.

EuroSkills is centred around the performance of hundreds of talented young Europeans, selected through skills competitions in their own countries. The best of the best of the young European professionals demonstrated their talent over three days of competition.

During the EuroSkills competition the member states, international industry partners, government agencies and educational institutions meet to encourage these qualified, skilled and talented young people in Europe.

THE SWEDISH EXHIBITION & CONGRESS CENTRE

EuroSkills 2016 was held at the Swedish Exhibition & Congress Centre, in the centre of Gothenburg. The venue was ideal, since it combined the competition site, Gothia Towers Hotel, and Scandinavium arena, where the opening and closing ceremonies were held, all under one roof.

The Swedish Exhibition & Congress Centre is in the heart of Scandinavia, strategically located between Oslo, Copenhagen and Stockholm, just 20 minutes from the airport.

It is within walking distance of almost everything in the city centre of Gothenburg and is an environmentally certified venue.

EuroSkills occupied all the space in the Swedish Exhibition Centre, and in the Scandinavium arena for the ceremonies, a total of 45,000 square metres of floor space.

KEY FACTS ABOUT THE EVENT AREA

- Meeting and exhibition space: 41,000 square metres
- 9 exhibition halls
- 63 flexible meeting rooms
- Congress hall for 1,500 people
- 1,200 hotel rooms, 4 to 5 star accommodation
- 8 restaurants
- Car park: 1,078 spaces
- Scandinavium arena: 12,044 places (the opening ceremony was visited by more than 3,000 people and the closing ceremony by 3,500 people)

OVERALL DECISIONS BEFORE THE COMPETITION

Printer hubs

The host organisation decided not to have individual printers for each skill, but instead use six printer hubs (one in each cluster). These printer hubs worked technically well, but there were challenges regarding access and maintenance.

Workshop layouts

The size of the workshops needed to be as small as possible. This is because the venue itself is small and all the space is needed. The host also wanted the visitors to be able to get close to each skill. No unnecessary space inside the workshops was allowed. We reduced the size of several workshops after the final registration. This made it feel a little empty in some areas.

Toolboxes for build-up and strip-down

It's important that each skill has a small toolbox with hand tools so that the WM can prepare the workshop and the materials that are needed during the competition.

Health and safety

EuroSkills 2016 produced an overall H&S document. Each skill was also provided with skill-specific health and safety documentation and emergency exit plans. Each skill was required to get electrical equipment checked at C-2. No equipment was allowed at the competition that did not meet the electrical safety standards.

Workshop manager, WM

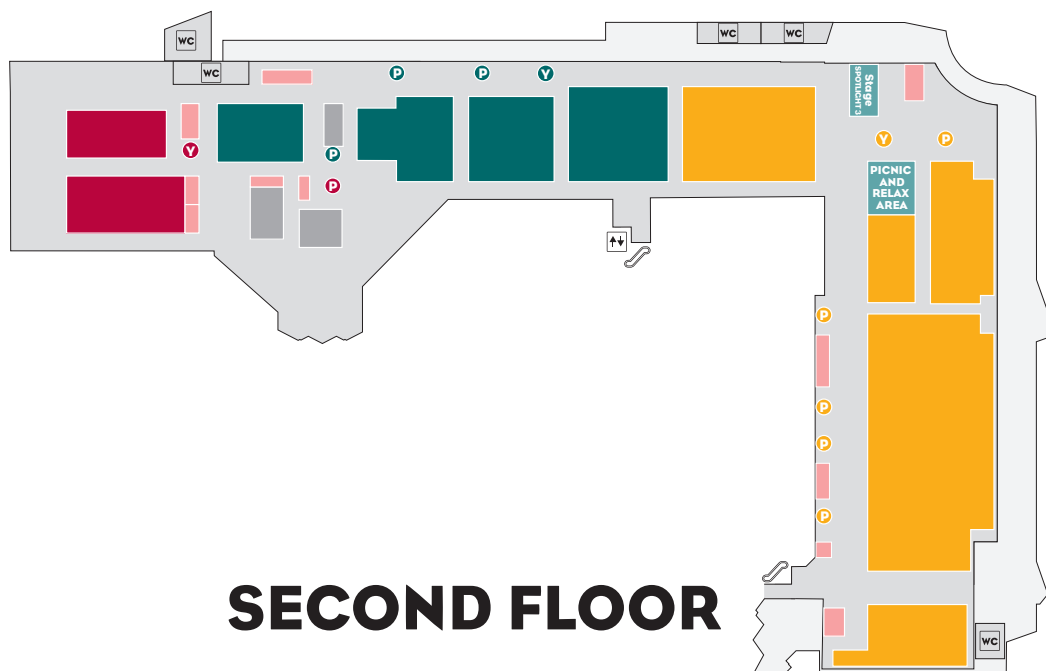
The plan for Workshop Managers was that we should have one WM from each school and one from the sector for each skill. We did not meet that goal. We had to reduce the number of WMs since it was hard to get hold of them. We also needed to bring WMs from other European countries. In total we had 63 WMs and 11 of them were non-Swedish. The WM was responsible for each skill during build-up and strip-down. They were also responsible for health and safety during the competition.

Special installations

Some of the skills needed special installations for each competitor. The installations are not very complex, but they got expensive since each competitor needed one installation. It is important to prepare the drawings as soon as possible, so that the host can find sponsors to build them.

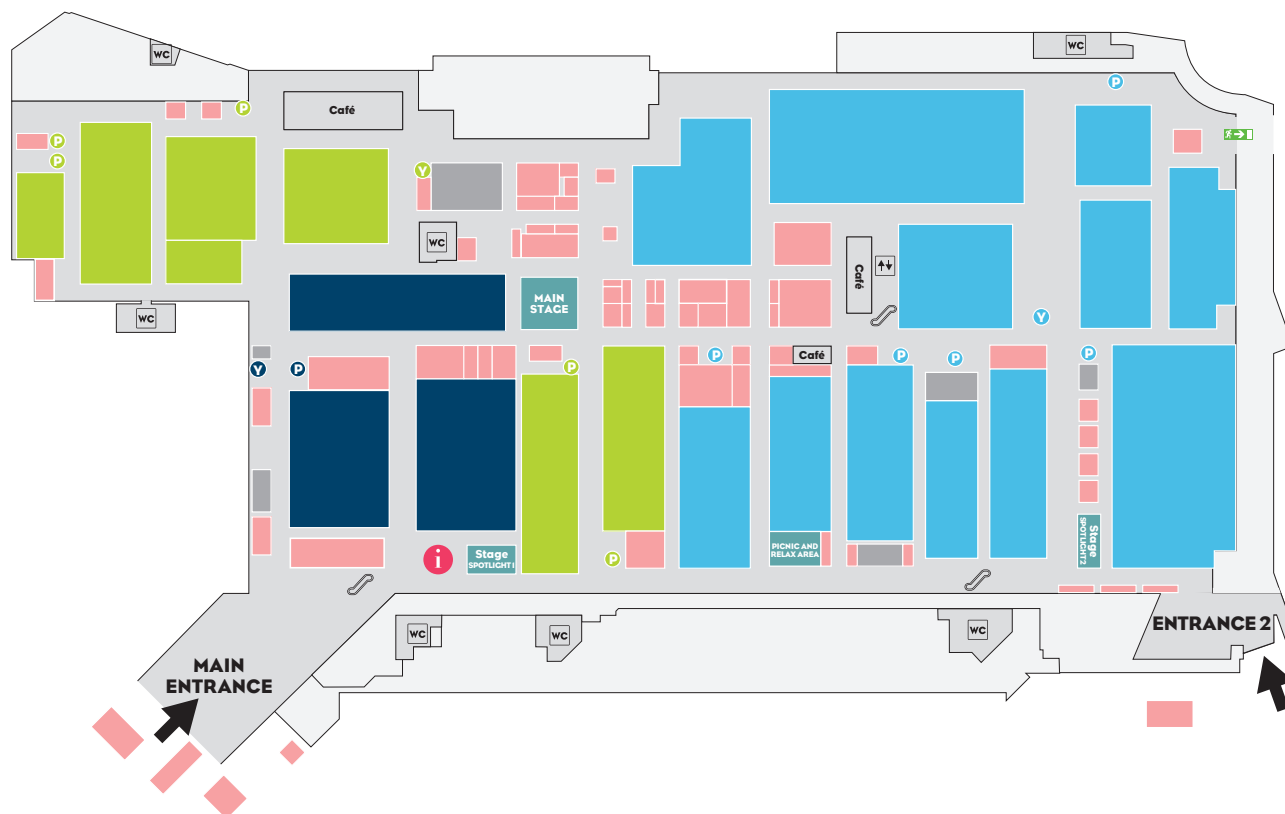
During EuroSkills 2016 the following skills had special installations:

- 12 Wall and Floor Tiling
- 15 Plumbing and Heating
- 18 Electrical Installations
- 19 Industrial Control
- 20 Bricklaying
- 21 Plastering and Dry Wall Systems
- 22 Painting and Decorating
- 23 Mobile Robotics
- 38 Refrigeration and Air Conditioning
- 44 Visual Merchandising/Window Dressing
- 49 Metal Roofing
- 50 Floor Laying
- 51 Landscape Gardening



SECOND FLOOR

FIRST FLOOR



**SOCIAL AND
PERSONAL SERVICE**

**MANUFACTURING AND
ENGINEERING TECHNOLOGY**

**CREATIVE ARTS
AND FASHION**

**CONSTRUCTION,
INSTALLATION AND
BUILDING TECHNOLOGY**

PRESENTATION SKILLS

TRANSPORT AND LOGISTICS

**INFORMATION AND
COMMUNICATION
TECHNOLOGY**

THE COMPETITORS

During EuroSkills 2016 we had 446 official European competitors from 28 countries and 30 guest competitors from six non-European countries (CA, IN, JP, AE, HK and KR).

Skill number	Skill name	Adjusted skill member participation number	European competitors	Non-European competitors
4	Mechatronics*	17	30	4
5	Mechanical Engineering Design – CAD	8	8	0
7	CNC Milling	12	10	2
8	Architectural Stonemasonry	6	6	0
10	Welding	15	15	0
12	Wall and Floor Tiling	11	11	0
15	Plumbing and Heating	11	11	0
16	Electronics	7	5	2
17	Web Development	13	13	0
18	Electrical Installations	17	16	1
19	Industrial Control	12	11	1
20	Bricklaying	13	13	0
21	Plastering and Dry Wall Systems	10	10	0
22	Painting and Decorating	13	13	0
23	Mobile Robotics*	11	16	6
24	Cabinetmaking	16	14	2
25	Joinery	10	9	1
28	Floristry	14	13	1
29	Hairdressing	16	16	0
30	Beauty Therapy	11	11	0
31	Fashion Design and Technology*	9	18	0
33	Automobile Technology	15	14	1
34	Cooking	21	21	0
35	Restaurant Service	17	17	0
38	Refrigeration and Air Conditioning	11	11	0
39	ICT Specialists*	12	24	0
40	Graphic Design	13	13	0
41	Health and Social Care	11	11	0
44	Visual Merchandising / Window Dressing	9	7	2
49	Metal Roofing	8	8	0
50	Floor Laying	7	7	0
51	Landscape Gardening*	11	20	2
53	Agricultural Mechanic	8	8	0
57	Hotel Receptioning	12	10	2
D3	Heavy Truck Maintenance	9	6	3
	*= in team competitions, double the number, i.e. in Landscape there are 22 competitors	416	446	30

THE MEDALS

The medals were designed to be a symbol that reflects the pride and joy in representing a profession through a partnership between the school, business and culture.

The artist Carolina Claesson created the design, which has a strong link to the EuroSkills logo, and the medals were produced by CNC Milling with the help of students at Lindholmens Technology School (LTG).

The Students at LTG milled the medals one at a time, and some of them were then sandblasted to obtain a special surface finish.

One of the goals of the EuroSkills 2016 organisation is to create opportunities for high-school students to get closer contact with actual workplaces and businesses, so we were proud to work with the school on this project.

Medals produced

- 72 gold
- 72 silver
- 72 bronze
- 50 Best of Nation
- Best of Europe
- 250 Medallion of Excellence

Medals actually used

- 45 gold
- 40 silver
- 40 bronze
- 32 Best of Nation
- 1 Best of Europe
- 125 Medallion of Excellence

"It was the best experience I've ever had in my life! I will miss everything."

Lisa Janisch, Team Austria, Best of Europe and gold medal winner in Painting and Decorating.

PRESENTATION SKILLS

Besides the official competition skills, a selection of nine presentation skills were exhibited through demonstration or competition. These were:

- Interior Design, initiated by WorldSkills Netherlands
- Store Seller, Initiated by Sweden through Handelsrådet
- 3D Computer Game Design, initiated by Sweden in cooperation with Autodesk
- Aquatronics, initiated by Festo Didactics
- Concrete Construction, initiated by Sweden through BYN
- Professional driver, initiated by Sweden through TYA
- Entrepreneurship, initiated by Austria and Sweden
- Pitched roofing, initiated by WorldSkills Belgium
- Maritime skills, initiated by Sweden through Lindholmens gymnasium



Photo: Viktor Fremling



Photo: Alice Rydsund Jones



Photo: Alice Rydsund Jones



Photo: Viktor Fremling

"Outstanding ceremony and speech by the Prime Minister of Sweden."

*Gema Cavada,
Technical Delegate Spain*

CEREMONIES

OPENING AND CLOSING CEREMONIES

The opening and closing ceremonies were held in the Scandinavium arena. There were approximately 6,500 spectators during the two ceremonies. Opening ceremony: 3,000, closing ceremony: 3,500.

Opening ceremony

The spectators shared the young competitors' expectations and joy. The ceremony was a show full of energy with an electric atmosphere that created memories for life!

After the flag parade and presentation of the participants there was entertainment, music, dancing and DJ beats, which combined to create a unique atmosphere. The Swedish Prime Minister gave a much-appreciated speech.

The stars of the event were all the competing nations, and during the evening they shared the stage with 50 dancers from the Ballet Academy. Under the direction of conductor Ulf Wadenbrandt we heard a symphony created with epic music elements and cool DJ beats.

The finale of the night highlighted the joy and friendship amongst the competitors in the Scandinavium arena, with the help of three superb singers: Sophia Jung, Mia Stegmar and Alexander Strandell.

The EuroSkills opening ceremony was a night to remember!

Closing ceremony

The closing ceremony was a spectacular finish at which the winners were crowned and thanks were given to the other participants who made EuroSkills possible.

The evening was a fantastic experience during which we saw the competitors' nerves and concentration turn into joy, relief and exhilaration!

This was all accompanied by dance and song performances to suit a European championship!

Live streaming

As live streaming was not planned, WorldSkills Europe did a quick set-up to broadcast the Opening Ceremony on Facebook

Due to the positive feedback on live streaming, the Closing Ceremony was broadcasted with the help of NTI Media College, which was able to create a more professional production. The latest viewing figure on Youtube is 2,774.



PARTNERS AND SPONSORS

OVERALL AIM

The overall aim was to engage partners and sponsors in order to secure the need for all equipment and materials for competitions, to get support for the design of try-a-skill events as well as marketing support for the event.

OVERALL OBJECTIVE

The overall objective was to fulfil the key stakeholders' long-term ambitions for EuroSkills 2016 and present a high-quality event with a strong focus on interactivity and sustainability.

RESULTS IN SHORT

We engaged in total 130 partners and sponsors in different roles according to our partnership and sponsorship framework.

A web-based survey conducted afterwards shows, with a response rate of nearly 40 per cent, that 90 per cent of sponsors and partners felt that their expectations were met and that they are willing to support future EuroSkills as well.

The key success factors are:

- Offering customised packages to each partner within a partnership framework.
- Access to basic marketing material for partners to raise awareness of the event through their own channels, as well as visibility on the website through articles and interviews.
- The clear objective to create a sustainable skills event
- Communication with partners before and during the event.

The value-in-kind support from partners and sponsors corresponds to around SEK 16 million (around 1,7 million Euro). Without this great support it would not have been possible to run the skills competition. This support covers approximately 60 per cent of the total costs related to equipment, materials and know-how needed to set up the competition sites.

The close cooperation with WorldSkills Europe and WorldSkills International helped to engage some of the global partners of WorldSkills in a very positive way.

The three official partners – Festo, 3M and Volvo – gave EuroSkills great value as a high-quality event and their engagement in communications also added value to the overall aim. The entire group of event sponsors added weight to the event, as well as more marketing power and revenue.

In the final three months before the event the OC decided to buy equipment and materials that were missing according to the infrastructure lists. To enable this equipment to be sold easily and flexibly after the competition an agreement was signed with an auction firm to conduct an online auction starting on the opening day of the event.

"It was an obvious choice for us to get involved as a partner in EuroSkills. We want to contribute to young peoples' inspiration, curiosity and confidence in the future of Swedish manufacturing and growth."

Fredrik Gedda, Regional Managing Director, DMG MORI

OPERATIONAL ORGANISATION AND EXPERIENCES

The organisation comprised one Marketing/Partner Manager supported by two Sales Representatives and one Co-ordinator to manage agreements and provide support for a period of seven months. Part-time resources were also linked to the team during the last four months before the event, focusing on purchasing, Excel administration and other supporting duties.

The marketing team became the operational hub for communication between chief experts, workshop managers and sponsors. Lack of a user-friendly IL system and unclear role descriptions for responsibility made this collaboration quite challenging. Our recommendation for future events is to secure a common system and ensure that the people involved have the knowledge needed to use the system in a transparent way and with respect for deadlines.

The technical secretariat of WorldSkills Europe has been very supportive, and weekly status reports ensured that any problems that arose were solved quickly. This competition-related support that WorldSkills Europe provides to hosts is a very valuable way to gain from previous host experiences.

Successful collaboration with partners needs to be built on a very high level of service. It is important to appoint someone who will provide partner support and safeguard partner engagement throughout the relatively long preparation period. This is especially important since EuroSkills competitions depend on partner involvement. Our recommendation is to develop the process of preparing test projects through even closer collaboration with partners.

The individual partner meetings, a partner get-together dinner, web-based partner websites and links, partner websites in the programme, involvement in the Leaders Forum, the design of try-a-skill areas, and supporting marketing materials are all very important tools that supported the aims of partners and helped to give a good return on their investment.

ICIAL
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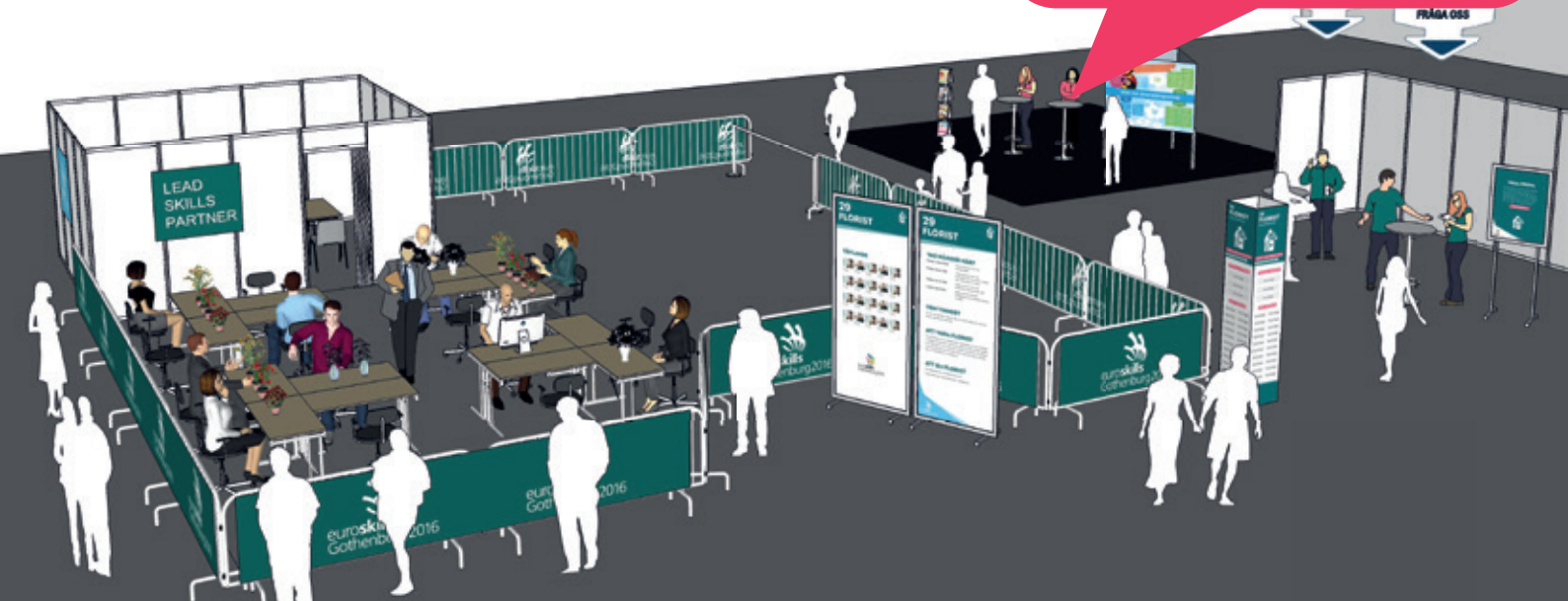
OFFICIAL
PARTNER

OFFICIAL
PARTNER



"The EuroSkills event was phenomenal! – Inspirational. Exciting. Professional. Rewarding. Vocational skill development is being taken to the highest level. EuroSkills has played a huge part in making this happen."

*Rich Miles – Head of Sustainability
– 3M Europe*



FRAMEWORK AND MARKETING RIGHTS

At an early stage a strategy and framework for partners and sponsors was agreed in order to offer partners and sponsors a general guideline that could be used for internal discussions regarding the level of engagement. From an OC perspective it was important to treat partners and sponsors equally, and the framework was presented in an open document. The framework included the following levels: Official Partner, Official Skill Sector Partner, Lead Skills Partner, Media Partner, Logistic Partner, Event Partner, Educational Partner, Skill Supplier and Organisational Partner in all skill categories.

The main rights for EuroSkills 2016 were as follows:

- Exposure on three advertising boards at the Swedish Exhibition & Congress Centre.
- Advertising boards at supported competitions.
- Advertising boards at the Closing Ceremony and the area for medal presentation.
- Visibility on advertising boards, programmes, posters, other printed materials etc., as defined in the EuroSkills 2016 Brand Design Manual, in place at any given time.
- The right was to utilise and/or exploit any event logo and/or the marks associated with the event.
- Opportunity to book a spotlight stage at the venue to give inspiring presentations to visitors.
- Official Partners were part of the programme in the Leaders Forum, and were given their own seminars.
- Official Partners were offered participation on the Advisory Board (strategy group).
- Complimentary tickets to the Opening Ceremony and Closing Ceremony.

SPONSOR ACTIVITIES

It is not possible to mention all examples of partner activities, but this is a selection:

- Volvo Group had a "Jewel box" and a truck at the main entrance to the Swedish Exhibition & Congress Centre and a stand presenting the Volvo Group. They also used our spotlight stages to present interesting content.
- 3M launched a broad social media campaign supporting the core messages of WorldSkills.
- Festo launched a new presentation skill, Aquatronics.
- Jobman held a Fashion Show with the material used in the competitions. They involved pupils from local schools.
- Scania also exhibited a truck at the entrance.
- Volvo Group, PEAB and Renova arranged study visits for students at their companies.
- Media partner Metro created some interesting content for the programme that was sent out to stakeholders one month before the event to raise awareness of the event.
- Autodesk supported the "3D Computer Game Design" competition and had 3D printers to attract young people to their try-a-skill area.

Organisational partners such as trade associations and Swedish joint committees in the vocational training field offered several try-a-skill activities and presentations on the spotlight stages.

Surplus materials, such as flowers, meat and vegetables from Cooking, Floristry and Visual Merchandising, were given to charitable organisations. Flowers were also used to decorate the farewell party, the pre-painted paintings were given to stakeholders and the benches made in Concrete Construction were given to the city of Gothenburg.



Photo: Maya Brenton

"It was a real pleasure to be part of EuroSkills 2016. This is a great platform for a company like Rancold to showcase ourselves in front of thousands of young hopes for the future of our industry. It was a very well organised event overall."

*Gustaf Söderholm,
Project Manager Rancold*

"3M were proud to be an Official Partner at the EuroSkills event. The geographic reach, the vocational skill diversity and the mission and vision of the WorldSkills organisation have strong synergy with where 3M is focussed."

*Rich Miles – Head of Sustainability
– 3M Europe*

"Thanks for the fine collaboration at EuroSkills, which I feel was a formidable success; everyone who was involved on our side is very pleased."

*Johanna Flanke, Vice President HR, Volvo
Group in Sweden*



Photo: Maya Brenton

LOGISTICS

VOLUNTEERS

Approximately 400 volunteers were needed to carry out this event. Based on the organisation and the arrangement of the event the following number of volunteers was assigned.

Media and Communication	60
Hospitality	66
Competition	143
Workshop Managers	62
Security	10
Support Service	44
Group Leaders	8
Actors and extras	80

Schools that contributed students:

- NTI-gymnasiet (53)
- Bräcke-gymnasiet (28)
- Burgården gymnasium (23)
- Ester Mosessons gymnasium (between 20–25)
- Lindholmens tekniska gymnasium (20)
- Almåsgymnasiet i Borås (12)
- IT-gymnasiet (9)
- MTG, Elof Lindelfs gymnasium (3)
- Katrinelunds-gymnasiet (2)
- ABF-vux (unknown number)

Other groups:

- Idrottsplatsen daily operations (19)
- Volunteers from Kazan, Russia (13)
- Volunteers from Albania (7)

Facts and Figures

- 49% women
- 51% men
- Average age of women: 31.5 years
- Average age of men: 32.1 years
- The youngest volunteer was 15 years old
- The oldest volunteer was 84 years old

Process

The recruitment process started approximately one year before the event. The main channels for information were the event website, Facebook and the database of volunteers from former events. All information on how to become a volunteer could be found on the event website, where a link to the volunteer registration could also be found. A system called Mobilise is used for registration, communication and scheduling of volunteers.

At the end of October a kick-off event was conducted with all the volunteers. The meeting was followed up with more specific education and information depending on roles.

The volunteers were on duty between approximately 07:00 and 21:00 in either one or two shifts. They received either lunch or dinner during their shift, depending on when they were on duty. All meals were served in the same restaurant with the other participants.

The Volunteer Centre was situated in the heart of the venue in Gothia Towers. It was a natural meeting point for all volunteers where they could sit and relax, have a coffee, receive updated information and just talk to their friends.

In the Volunteer Centre there was a support group that took care of all upcoming assignments, such as delivery of lunch boxes, signage and construction issues, and other tasks requested by the organisation.

18% of the total amount of registered volunteers did not show up or showed up just once and then missed the rest of the assignments. This took away the flexibility of the volunteer assignments and most of the volunteers present were assigned to the competition. This made other parts suffer, such as Logistics and Media. But in the end the lack of volunteers did not affect the outcome of neither the competition or the event itself.

ACCREDITATION

The aim of accreditation was to register all participants and provide them with the access they needed.

All participants had to register for the accreditation programme, Mobilise. The process for registration was that the Accreditation Manager sent a link with information and setup details to each country or group and then a representative for that country or group filled in all the information needed, including photos, to finalise the accreditation. A link was also sent to each individual as well. There were separate links for each participation category: competitors, experts, delegates, etc. The accreditation links were sent out in advance so that the accreditation group could pre-print as many accreditation cards as possible.

There was a dedicated Accreditation Desk at the official hotel, Gothia Towers, but most of the pre-printed cards were handed out at the Welcome Desk together with all other relevant information, including the Welcome Bags. Volunteers picked up their cards in the Volunteer Centre.



Photo: Linnèa Simonsson

Approximately 2,700 cards were printed in total. See below for a breakdown of the various categories.

Competitors:	500
Team Leaders:	68
Experts:	445
Observers:	113
Delegates:	43
Volunteers:	415
Media:	241
Partners:	78
Service:	110
Organising Committee:	50
WorldSkills Europe:	39
Day Pass:	approximately 180
Observer Light:	approximately 400
Total:	2,682

CATERING ACTIVITIES

All catering was provided by the Swedish Exhibition and Congress Centre.

The following activities were included in the packages:

- Breakfast/lunch, day after arrival day – day before departure day
- Dinner, day after arrival day – day before departure day
- Welcome Reception, competitors
- Welcome Reception, delegates
- City Reception
- Partner Dinner
- Farewell Party
- The schools had the possibility to order school lunch, consisting of a wrap and a drink, at an affordable price. The schools needed to pre-book these lunches. In total 3637 lunches were booked.

Recommendation

The challenge was to give the exact number of guests to the caterer. The number of Technical and Official Observers increased a lot during the last couple of weeks. Another difficult aspect was the number of volunteers, which changed a lot due to scheduling and additional needs. Try to find a flexible caterer who you can keep updated all the way through the preparation phase so that you can change the number of participants close to the event.

TEAM ACTIVITY, 530 COMPETITORS

Execution: All competitors were divided into 50 groups with approximately 10 competitors in each group/team. The groups were mixed in terms of countries.

Liseberg amusement park picked up the groups, and group leaders were chosen for a pentathlon games event in the park. When the groups were finished Liseberg opened up the Amusement Arcade for fun games before lunch was served.

During lunch there was an informal award ceremony with presentations by the CEO of WorldSkills Sweden.

CLOTHING AND WELCOME BAGS

Clothing was an essential component of the “look” of EuroSkills 2016. The official clothing during EuroSkills 2016 allowed approximately 450 volunteers and staff to be easily identified by teams, delegates, VIP, media, spectators and other guests for informational, directional and security purposes. The clothing also fostered a sense of team spirit among the volunteers and staff, providing a feeling of unity and pride in helping all arrival guests.

The official clothing was provided by Jobman.

Clothing was provided to the following groups.

Volunteers	320
Hospitality Volunteers	10
Workshop Managers	70
Organising Committee	50
Total	450

Welcome Bags

Seven partners contributed give-away items for the Welcome Bags. Also included in the bags was event-specific information and a water bottle. The water bottle was a gift from the EuroSkills organisation in order for all participants to drink tap water in stead of using bottled still water.

The content of the envelopes varied depending on the participant category. But it contained tickets to the activities, social programme, welcome note from the city of Gothenburg and, in some cases, an event guide depending on the category. The bags and envelopes were packed by volunteers.

Welcome Bags	1,200
Smaller bags	1,600

Recommendation

The give-away items from the partners need to be of some sort of value for the receiver. Avoid brochures or large and bulky articles.

Have the same content in all bags to make the packing and distribution easy.

TRANSPORT

The city centre of Gothenburg is relatively compact, and the official hotels were close to the event venue. The only transportation needed was the shuttle from and to the airport, and public transport cards for the participants staying at Scandic Europa.

Process for airport shuttle

Each technical delegate was contacted and asked to provide travel information for their group. On the basis of this information a shuttle schedule was drawn up. As far as possible, upon arrival at the airport the participants were given a ticket for the airport coaches. The airport coaches departed every 15 minutes. When big groups or multiple groups arrived, dedicated buses were ordered. The airport coaches stopped close to the official hotel, so no other shuttle services were necessary. For those participants who were arriving at the airport when the event desk was not open, an email was sent with a digital airport coaches ticket.

For departure, the teams had to confirm their departure times 48 hours in advance and from that information a departure schedule was drawn up. The departure service was provided by dedicated buses from each hotel.

Process for public transport

A ticket for public transport was given to the participants staying at Scandic Europa. When they checked into the hotel they were given an envelope containing tickets for their whole stay.

Facts and statistics

- 770 Airport coach tickets were used
- 96 digital airport coach tickets were used
- 979 participants departed with the dedicated buses upon departure
- 265 three-day tickets were ordered from the public transport company

Recommendation

Arrangements for the arrival shuttles should be kept as flexible as possible due to lack of information from the teams and groups, and late changes of arrival times for flights.

Free public transport should be included in the packages.

ACCOMMODATION PACKAGES

As part of the all-under-one-roof concept we tried to have all participants staying at the Hotel Gothia Towers, which is in the same premises as the event venue. Unfortunately the 790 hotel rooms that were reserved at Gothia Towers were not enough, and more rooms were reserved at the Quality Hotel Panorama and Scandic Europa. We had assumed that more competitors and experts would be staying in twin and triple room. The number of competitors who registered for the competition was also higher than in previous years and that was also part of the reason why additional hotels were needed. However, all meals, except breakfast, were served at Gothia Towers. The hotel rooms were pre-booked approximately four years before the event.

Packages

In addition to the accommodation, all participants bought a package that included shuttle, meals, activities, accreditation and welcome bag. All packages were handled by Sweden Meetx. They also handled the Observer packages and hotel bookings.

Number of packages

- 460 Competitors (29 Nov - 5 Dec)
- 25 Guest Competitors (29 Nov - 5 Dec)
- 30 Presentation Skill Competitors
- 60 Team Leaders (29 Nov - 5 Dec)
- 361 Experts (28 Nov - 5 Dec)
- 52 Experts Early Arrival (27 Nov - 5 Dec)
- 22 Guest Experts (28 Nov - 5 Dec)
- 1 Official Delegate 1 (27 Nov - 5 Dec)
- 2 Official Delegates 2 (28 Nov - 5 Dec)
- 12 Official Delegates 3 (29 Nov - 5 Dec)
- 12 Technical and Official Observers 1 (27 Nov - 5 Dec)
- 40 Technical and Official Observers 2 (28 Nov - 5 Dec)
- 58 Technical and Official Observers 3 (29 Nov - 5 Dec)
- 37 Technical Delegates
- 10 WSE Board
- 22 WSE Secretariat

"Fantastic and exceptional experience!!! I loved working as a volunteer and meeting people!"

Alma Shkreli, volunteer at EuroSkills

COMMUNICATION

COMMUNICATION OBJECTIVES

Main objectives

- Bring people to the arena during EuroSkills. Reach the overall visitor goal.

Other objectives

- Arena signage and arena dressing with the visitors' experience in focus.
- Good hosting and service for competitors, members, partners, and delegates.
- Give communication tools to stakeholders, and help them to use EuroSkills as a platform when trying to change attitudes and raise interest for VET.
- Service to and exposure of partners.
- Close collaboration with WorldSkills Europe to reach an international audience.

"Those of us in the Employment and Adult Education department are very pleased with our involvement."

Mia Strand, Head of Employment and Adult Education department, City of Gothenburg

CHALLENGES

- Low interest in vocational education and training among the primary visitor target groups, which is also likely to make it difficult to attract them to the event.
- Difficulty communicating with young people, since they are not a homogeneous group.
- Prejudices and lack of knowledge among adults about vocational training.
- An unknown brand and a complex event to talk about.
- Many people and organizations are involved, so communication could easily become splintered.
- Mix of national and international target groups.

COMMUNICATION PLAN

To ensure a strategic approach to our goals we based our communication activities on a communication plan, agreed at an early stage in cooperation with WorldSkills Europe. The plan included:

- Objectives
- Target groups
- Analysis
- Channel strategy
- Campaign plan
- Message strategy
- Budget



TARGET GROUPS AND CAMPAIGN PLAN

	2015				2016			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Competitors and members WSE			→					
Authorities and stakeholders	→							
Partners and exhibitors					→			
Volunteers						→		
Media						→		
School staff					→			
Youths and parents							→	
Jobseekers							→	

Primary
target
groups

PRIMARY TARGET GROUPS AND DAYS

Thursday	Teachers and students (13–17 years old), jobseekers
Friday	Teachers and students (13–17 years old), jobseekers
Saturday	Parents and children (13–17 years old), jobseekers

GEOGRAPHICAL TARGET GROUPS

Our main objective was to reach schools, young people and parents in the local region around Gothenburg. But together with partners we also took initiatives to reach target groups from the rest of Sweden and Europe. This table shows the selected target groups and which stakeholders we worked with to reach them.

	Local	Regional	National	Europe
Competitors and members			WorldSkills Sweden	WorldSkills Europe
Authorities and stakeholders	The City of Gothenburg	Region Västra Götaland	WorldSkills Sweden	
Partners and exhibitors	WorldSkills Sweden	WorldSkills Sweden	WorldSkills Sweden	WorldSkills Sweden WorldSkills Europe
Volunteers				
Media	WorldSkills Sweden	WorldSkills Sweden	WorldSkills Sweden	WorldSkills Europe
School staff	GR Utbildning The City of Gothenburg	GR Utbildning Region Västra Götaland	The Swedish National Agency for Education	
Youths and parents	GR Utbildning The City of Gothenburg	GR Utbildning Region Västra Götaland	The Swedish National Agency for Education	WorldSkills Europe
Jobseekers	Swedish Public Employ- ment Service, Adult Education	Swedish Public Employ- ment Service, Adult Education		

MAIN COMMUNICATION STRATEGIES

- **Close cooperation with stakeholders and partners.**
Give them the main responsibility and tools to talk about EuroSkills through their channels. Make them aware that they now have a unique opportunity to use EuroSkills as a platform for their long-term task of changing attitudes and improving the attractiveness of VET.
- **Create tools** to make sure everyone promotes EuroSkills in the same way. For a stronger voice/brand.
- **Involve counsellors, teachers and school management** at an early stage and make it easy and affordable for them to visit EuroSkills with their students.
- **Use schools as the main channel** for encouraging young people to visit the event. Make it easy for teachers to use EuroSkills as part of the teaching process. We did not use any other major campaigns in the media to target young people.
- **Storytelling.** We felt that good examples and real success stories would be the best way to talk about vocational training. We also felt that these stories should be told by people who the target groups could identify with.
- **Strong focus on the visitor experience** in the arena. This is where visitors should be inspired and gather knowledge about possible career paths and vocational training courses. This is where we change attitudes.

CHANNEL STRATEGY

The focus was on finding cost-effective channels through which we could talk directly with the target groups.

- **Our own and our partners' channels**
We tried to make use of existing channels, together with partners, initiators and stakeholders. Our official website and social media provided an important platform for news to be spread by others.
- **PR/appropriate channels**
We tried to use the external media to highlight EuroSkills and issues related to education and employment, at local, regional and national level. Much of this work was done through WorldSkills Sweden. The Swedish national competitions (Swedish Vocational Championships) were held in Malmö in the same year, and the Government designated 2016 as the Year of Vocational Training, which gave extra publicity to EuroSkills.
- **External advertising channels**
Closer to the event we bought advertising space in additional channels to widen our reach to parents, young people and jobseekers, such as outdoor advertising and advertisements in newspapers and social media. Our media partner was Metro.



Photo: Linnèa Simonsson

ORGANISATION

Communication Manager

Our Communication Manager was responsible for the strategic work and for all communications. She began working part time two-and-a-half years before the event. In 2016 she worked half time, which was not enough. We recommend that a communication manager is employed full time for most of the final year.

Communication Officer

Our Communication Officer was responsible for the website, social media and for basic production of communication materials. It was absolutely essential to have someone on the project team who was able to handle this work. He worked half time during the first half of 2016, and full time during the second half.

Advertising agency and production agency

Development of the website and larger productions was carried out by external agencies. It would not have been possible to do this production work ourselves.

Media Offices

An officer was employed on an hourly basis for the last three months to handle external media.

We enlisted an external agency to set up and manage the Media Centre.

Venue Dressing Manager

A manager was employed full time for the last four months to handle all matters relating to signage and interior dressing in the arena. This was a complex and demanding task.

Cooperation with WorldSkills Europe

WorldSkills Europe was responsible for communication with international target groups and provided advice and support during the planning stage. WSE gave us guidelines and made requests that helped to guide us. We are aware that WSE would have liked even more information and content to assist member countries with their own PR campaigns.

One recommendation for the future is that the project plan for cooperation between the host country and WSE should include regular, dedicated communication meetings.

5 gigantic banners were set up in the centre of Gothenburg. This was done in partnership with the Add Colour to Gothenburg project, which aimed to encourage young people to try painting as a profession.



Photo: Jonas Hellström

City Dressing with 220 light pole banners and 25 flags in the city centre.



Photo: Linnéa Simonsson



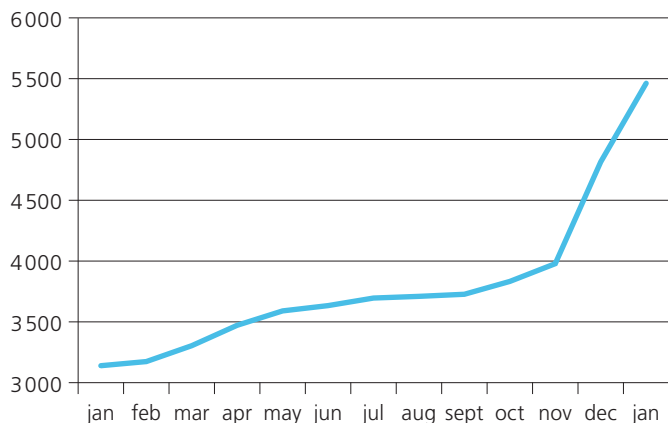
SOCIAL MEDIA

- Facebook: facebook.com/Euroskills
- Instagram: instagram.com/euroskills
- Twitter: twitter.com/EuroSkills_info
- Flickr: flickr.com/photos/euroskills2016
- Youtube: EuroSkills Gothenburg 2016
- Snapchat: We registered the name EuroSkills for possible future use but have not used this channel.
- Hashtags: #euroskills, #euroskills2016, #lgotskills

Social media was a valuable platform for us to publish, spread and share content about or linked to EuroSkills, especially with target group stakeholders, partners, competitors and members. The content was published in both Swedish and English.

During the event both OC and WSE helped to produce content for social media including text, photos and video material. OC was also assisted by students from NTI Media College.

Likes on Facebook



Facebook

- Likes Jan 1, 2016: 3,160
- Likes Jan 1, 2017: 5,504
- Total impressions 2016: 2,612,371
- Impressions nov-dec (4 weeks) 2016: 2,216,977
- Total reach 2016 (accumulated): 1,217,337
- Average reach/ day during Nov-Dec (4 weeks): 35,674
- Page engaged users 2016: 84,741
- Average engagement rate on posts Q4: 13,90 %*
- Page engaged users nov-dec 2016 (4 weeks): 74,488
- Total video views 2016: 27,613
- Visits per country:

- | | |
|------------------------|---------------------|
| 1. Sweden 198,862 | 8. Hungary 31,861 |
| 2. Switzerland 116,793 | 9. Estonia 27,446 |
| 3. Netherlands 48,683 | 10. Norway 24,413 |
| 4. France 41,920 | 11. Belgium 24,226 |
| 5. Austria 39,238 | 12. Finland 23,852 |
| 6. Germany 35,883 | 13. UK 18,981 |
| 7. Russia 31,901 | 14. Portugal 17,656 |

* Engagement rate is very high. Approx for many companies is below or around 1%.

Instagram

Followers: 569

No further statistics is available.

Youtube

- Followers: 215
- Videos: 28
- Views: 36,039
- Live stream views Closing Ceremony: appr 2,000

Twitter

2016	Followers	Follower increase	Impressions	Mentions
jun	487	-	3432	12
jul	487	14	2413	10
aug	507	20	4015	16
sept	522	15	3539	12
oct	544	22	5975	51
nov	644	100	12400	292
dec	866	222	32000	546

EUROSKILLS2016.COM

The website was developed in three stages:

Version 1	autumn 2014
Version 2	autumn 2015
Version 3	autumn 2016

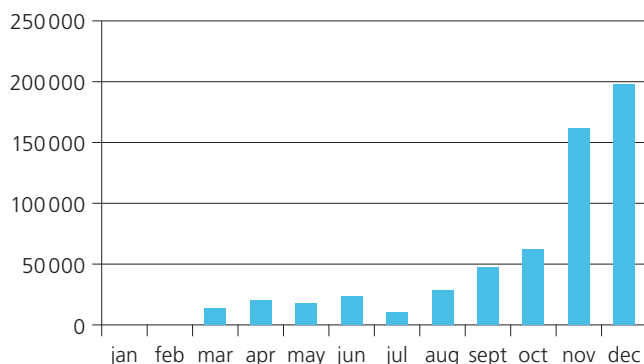
The website content was tailored for the target groups that we prioritised at each stage.

The website had a simple structure that we were forced to refine towards the end when we realised how much information we needed to include. This should have been taken into account from the outset.

There were versions of the website in Swedish and English, as well as information PDFs in four additional languages.

- Page views 2016 total: 574,501
- Unique visitors 2016: 74,333
- Average number of pages/ visit: 4,85 page
- Average time/ visit: 38 sec
- National/ international visits: Sweden 48 %
- Most visited pages: Start page (Eng and Swe), Competition (Eng and Swe), Programme (Swe), Media (Eng).

Pageviews on euroskills2016.com



TOOLBOX

At an early stage we developed a toolbox for communicating about EuroSkills and published this on the website. The target group was partners, stakeholders and in particular member countries that might talk about EuroSkills. The aim was to get everyone to communicate the same message and tone, in order to reinforce the brand. Content:

- Text and facts about EuroSkills, in English and Swedish
- Photos for free distribution
- Logo and graphic materials, graphic identity manual
- Banners
- Material about Gothenburg

VIDEOS FOR MARKETING

We produced several videos that were very useful:

- 2014 Short presentation video on EuroSkills and Gothenburg.
Target group: Partners, stakeholders and member countries.
- 2015 Longer presentation video on EuroSkills.
Target group: Partners, stakeholders and school staff.
- 2016 Several promotional videos.
Target group: School staff, parents, stakeholders and partners.
Production: NTI Media College.

2016 Videos from EuroSkills:

- Opening ceremony.
- One video from each day.
- Videos for social media content.
- Final video summary.

Production: NTI Media College.



The final video was viewed 12,000 times on Facebook and reached 45,395 people (Jan 2017).

PROGRAMME MAGAZINE

The programme magazine was developed with our media partner, Metro. Among other things the magazine included the programme and a map of the events area. Fifty per cent of the content was advertisements.

Version 1, 18,000 copies were distributed to:

- Libraries, citizens' advice bureaus.
- Vocational guidance advisers.
- Adult education schools.
- The Swedish Public Employment Service.

Version 2:

- Insert in Metro Göteborg newspaper in November. 278,000 readers in the region.
- 5,000 copies distributed at EuroSkills.



OFFICIAL PUBLICATIONS

We produced the following publications containing information for participating target groups before and during EuroSkills:

- Media guide.
- Delegate manual.
- VIP guide.
- Official programme.

We chose not to print a volunteer guide, but instead passed on the information digitally through our volunteer tool.

SIGNAGE AND DRESSING

The venue dressing and signage for EuroSkills followed the graphic identity manual and focused on the primary target groups: young people, parents and school staff. The aim was to make it easier for them to find their way around, gather information and be inspired. This work began in spring 2016. One person was employed to coordinate this work for the last four months. Around 1,600 signs were printed, based on 280 originals. This excludes all the signage provided by exhibitors.

Challenges and recommendations

- Start planning the signage no later than six months before the event.
- It was difficult to gather the text contributions in time, e.g. for competitions and try-a-skill activities. Set even clearer deadlines and ensure that all relevant parties accept them.
- The production of name badges was complicated by the fact that many names were misspelled during registration and many competitors were replaced just before the competition.
- You need to be prepared to draw up agreements with new partners right up to the last minute. One challenge is to find solutions for adding logos to already printed material.
- The costs of partner signage should be included in the total sponsorship amount and not be paid separately.
- During preparation the Venue Dressing Manager should be assisted by someone who is familiar with the planned signage.



Photo: Linnëa Simonsson



Photo: Frida Winter

SKILL HUNTERS

Three well-known local people were enlisted as compères on the arena floor during EuroSkills to encourage and challenge young people to try new skills. Their task was to manage crowds and attract people to selected exhibitors. They also spread information about EuroSkills through their own social media channels.

The idea of challenging young people was good, but because we had far more visitors than we expected it was difficult for the Skill Hunters to reach out effectively. However, the exhibitors were pleased to get help with presenting content on their stands.

PR / CANVASSING OF EXTERNAL MEDIA

Many people were involved in the PR activities for EuroSkills 2016. Göteborg & Co was assisted by initiatives from partners, WorldSkills Europe and WorldSkills Sweden. We regularly consulted each other to ensure that we supported each other and avoided any clashes.

We had hoped that the media would be interested in highlighting EuroSkills as an event, and would see this as a good opportunity to focus on the issues of skills supply and employment. Our ambition was to work with relevant partners and encourage debate on these issues. We canvassed the media by phone and through meetings and invitations to press conferences, but found that it was more difficult than we expected. The Swedish media that did write about EuroSkills focused mostly on participants from the Swedish national team and their preparations or results.

Results of Swedish media coverage

We use the media coverage system Retriever to compile statistics from Orvesto, Sifo and TS. We monitored the keywords "European vocational skills championships" and "EuroSkills". Up to 20 December 2016 the words EuroSkills or European vocational skills championships were mentioned in **634 publications in Sweden**. These publications reached a total of **21.5 million readers** in Sweden.

One major source of coverage, with 270 items, is the news agency TT, through which the Swedish medal results were reported in many daily newspapers.

Out of the published articles, **we classed 434 as being of good quality**. This means that an article is clearly about EuroSkills, includes quotes from people in the organisation, or includes EuroSkills in the heading. The rest were articles that covered subjects in which EuroSkills was used as a hook or an example. Most of the other articles were about the Swedish championships, but mentioned that the next stage for the winners would be EuroSkills.

Of the high-quality articles, **239 appeared in printed media**,

daily newspapers or the trade press. The rest were web articles. Once again the majority appeared in traditional newspapers and the trade press.

The main subject of articles was the competitors, before and during the event, and how well they did.

In the report we ignore articles on platforms for press releases, such as 48 items on MyNewsdesk, since these are private channels. Similarly our statistics do not include broadcasting, such as articles on radio stations P1 and P4, or on TV4, except where the broadcast media editors chose to publish a text article online.

Results of international web publishing

We cannot guarantee the quality of international articles in the same way as Swedish items. The following figures are solely for online articles.

A total of **1,188 online articles concerning EuroSkills 2016** were published up to 20 November 2016, in a total of **509 sources**. The results also include channels for spreading press releases.

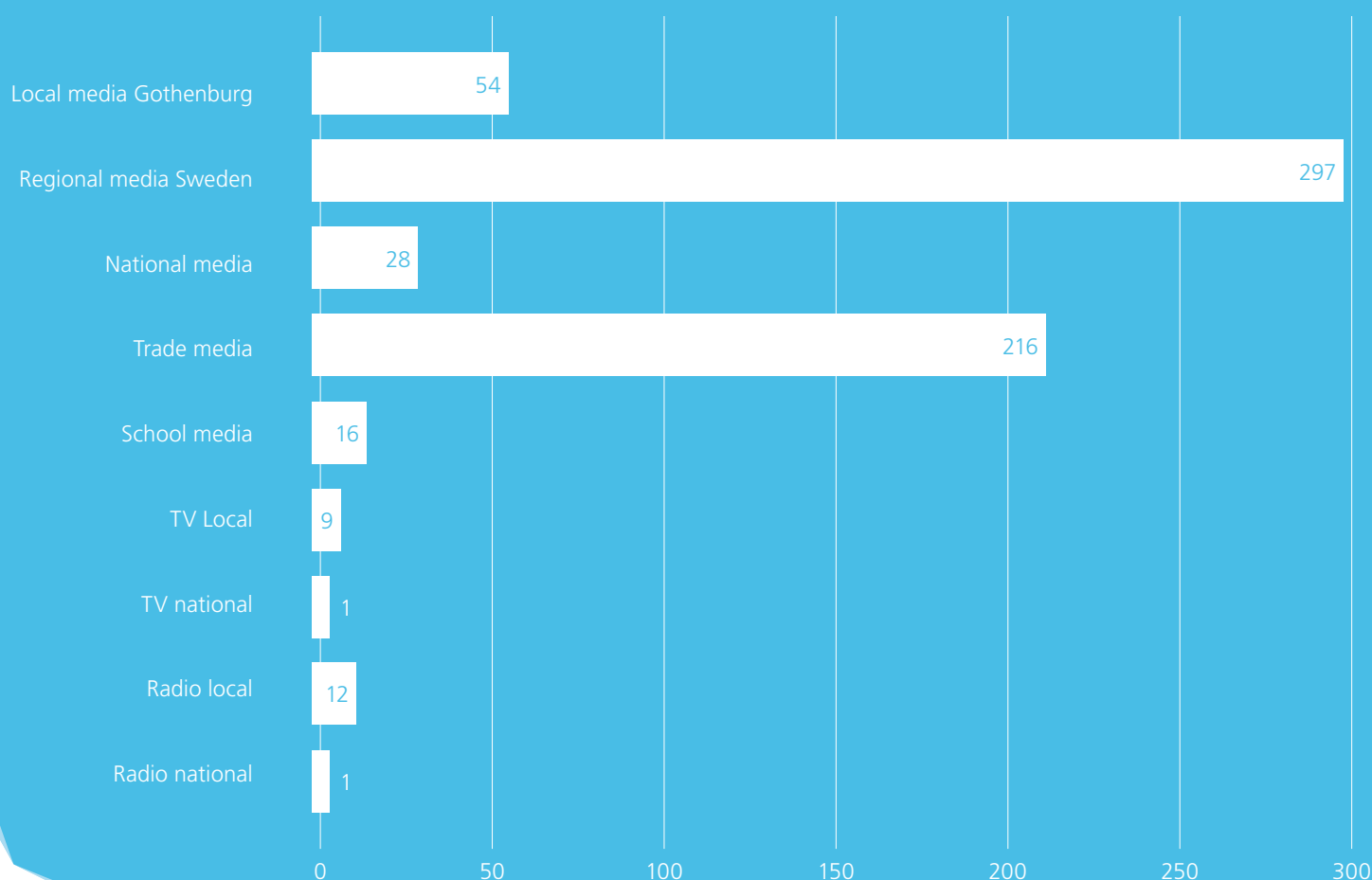




Photo: Emma Kihl Andersson

MEDIA SERVICE

Media accreditation

Accreditation was done via the website and began in September 2016. The Organising Committee distributed information through press releases to the national press. WorldSkills Europe sent out invitations to the member countries and the relevant international press. Around 200 people were accredited by the media. Many of them were PR staff enlisted by the various member countries.

Media Guide

A Media Guide was produced in November and sent out to the accredited press and published on the website.

Media Centre

The Media Centre was located at the Gothia Towers/Swedish Exhibition & Congress Centre, next to the competition area. The Media Centre offered a large number of workstations, Wi-Fi, printers, photocopiers, coffee and fruit. Our Media Services Manager and two assistant volunteers were ready to assist on location.

Press material before EuroSkills

On the official website the media could find the latest news, download logos and graphic material, promotion videos and copy texts. We also provided communication material about Gothenburg.

Press material during and after EuroSkills

During EuroSkills we offered the media and partners photos and videos that were free for publication. This material could be downloaded from Flickr or Dropbox.

- On competition days there were video clips from each day and photos of all the competitors.
- Opening ceremony, final video summary, photos and videos.
- Closing Ceremony, photos of all medallists, photos from the prize ceremony, video clips.

The Media Centre provided basic information including statistics and facts about EuroSkills, produced by WorldSkills Europe. This information was in big demand and should have been made available earlier, before the event.

Collaboration with NTI Media College

To satisfy demand for photos and videos for free publication we collaborated with 30 students and three teachers from NTI Media College in Gothenburg. The students had access to a private office and worked full time throughout EuroSkills week. This was a very enjoyable and constructive partnership that was also in line with our desire to create a legacy for the future.

We also enlisted a professional photographer to guarantee the quality of certain images, such as the photos of all the medallists.

Recommendations for photography and videos

- Taking photos of all the competitors is a big undertaking. Many of the member nations also brought their own photographers along with them. It should be possible to find out in advance which member nations need help with photos in order to reduce the photographers' workload.
- There was some uncertainty about the scope of use of the videos that were produced each day. They were actually produced to make it easier for the external media to edit and use in their own productions, but we are unsure if they were actually used in this way. They were however viewed many times on Facebook. In hindsight we believe it would have been better to produce them so that they were more suitable for this medium.

SIDE EVENTS

WORLD SKILLS EUROPE LEADERS FORUM

The focus of the Leaders Forum on 2 December was “future requirements for skills and knowledge”. The day was divided into two parts:

- As official partners to EuroSkills 2016, Volvo, Festo and 3M each gave seminars in the morning and afternoon on their views of the future skills supply situation.
- Around 120 delegates attended a plenary meeting. The meeting was opened by Anna Ekström, Minister for Upper Secondary School and Adult Education and Training. Professor Stefan Fölster, from the Reform Institute, described how digital technology is changing and creating jobs, and Paul Lewis, Director of City & Guilds, discussed labour migration from an employer’s perspective.

Organiser: EuroSkills 2016.

Target group: People in leading positions at regional and national level in government, authorities, municipalities, organisations and schools. Everyone with responsibility for developing Swedish vocational training.

SWEDEN DAY

An inspiring and informative afternoon of interesting seminars linked to Vocational Training Year, success factors and development areas in upper secondary vocational training, and employment market demand for labour.

Organiser: WorldSkills Sweden, the Swedish Schools Inspectorate and the Swedish Public Employment Service.

Target group: People in leading positions at regional and national level in government, authorities, municipalities, organisations and schools. Everyone with responsibility for developing Swedish vocational training.

FUTURE ORGANISER MEETING

The meeting was arranged on the initiative of the Organising Committee of EuroSkills 2016 in order to share our strategies and experiences, and will be executed in cooperation with WorldSkills Europe.

Focus on how we can all maximise the outcomes of investment in an international skills event and how we can all strengthen the WorldSkills movement. One topic during the meeting was how to make the overlap from one host to another as smooth and productive as possible.

Organiser: EuroSkills 2016.

Target group: Organisations that will arrange future international skills competitions.

CONFERENCES AND SEMINARS

Upper secondary apprenticeship training and skills supply

Organiser: The Swedish National Agency for Education.

Target group: School staff and industry.

Female technicians and male carers – how do we counter gender stereotypes in vocational and educational choices?

Organiser: College Väst.

Target group: School staff.

Is the labour force in the construction sector adequate? – who will build all the housing and infrastructure? – seminar with the government coordinator

Organiser: Construction Skills Sweden.

Target group: Visitors from Sweden and abroad, stakeholders and observers.

Awards – best school, best workplace and best vocational teachers A new addition in 2016 was an award in the category of Vocational Teacher of the Year.

Organiser: SAK-Rådet (The Schools, Employment and Contacts Council).

Target group: School staff, industry and enterprise.

Who will work in the Gothenburg region?

Organiser: Business Region Göteborg AB.

Target group: Companies, politicians, industry representatives and education providers.

The IT industry is crying out for skills – what can we do in vocational training?

Organiser: Swedish IT and Telecom Industries, Business Region Göteborg and Universeum Science Discovery Centre.

Target group: CEOs, CIOs, CTOs, SCM managers, IT specialists, buyer/purchasers, students/jobseekers, press, politicians and policy makers.

National conference of vocational guidance advisers

Organiser: The Swedish National Agency for Education.

Target group: Vocational guidance advisers from all over Sweden.

Seminar: “From vocational student to self-employment”

Organiser: Young Enterprise.

Target group: Swedish vocational teachers.

How do you tackle gender equality when only 1 per cent are women?

Organiser: Construction Skills Sweden.

Target group: Swedish vocational teachers, school managers and industry representatives.

Skills for Industry 4.0

Participants: Industrial Partners (3M, Autodesk, Festo, DMG Mori, Volvo, Lincoln Electric, Scania, Siemens, Festool, Schneider Electric etc.) and advanced educators (engineering and TVET Education) invited to participate.

Organiser: WorldSkills Russia.

OTHER EVENTS/ACTIVITIES

Corporate safaris

Volvo Trucks

Renova

Volvo Cars

Organiser: Business Region Göteborg.

Liseberg backstage tour

Organiser: Liseberg amusement park.

Journeyman and master awards

Organiser: The Swedish Federation of Business Owners.

Unga Jobb (Youth Employment) – speed dating between job seekers and companies

Organiser: Swedbank and the Swedish Public Employment Service.

School trips through the Swedish National Agency for Education

The Swedish National Agency for Education arranged two competitions in which classes could win a trip to EuroSkills. Students from Östersund in the north to Skanör in the south came to EuroSkills. A special programme was tailored for them. Total of 582 students.

"Being an exhibitor was an amazing experience, it was wonderful to see 1,100 young people take part in our popular activity!"

*Maria Jönsson,
Information Officer, Sätt färg på Göteborg*



Photo: Frida Winter



Photo: Frida Winter

THE VISITORS

WHO VISITED THE EVENT?

35,000	Students
15,000	Jobseekers and parents
5,000	International guests
5,000	National guests
4,800	Event participants
200	Media representatives

65,000 Unique visitors

Our original goal was 30,000 considering the total number of students who are in the region.

WHAT DID VISITORS THINK OF THE EVENT?

We interviewed 508 visitors to find out their attitudes to vocational courses and whether they felt their visit to EuroSkills had changed their opinions in any way. The interviewees were compulsory school students, jobseekers, high-school students and parents. Brief summary of the survey:

- Generally the attitude of visitors towards vocational courses and vocational training was positive.
- There were relatively big differences in the opinions of the different grade years in compulsory education (ages 12–15, grades seven to nine), with students in grade nine being least positive.
- When visitors were asked how much EuroSkills had influenced their own attitude towards choosing a vocational course, three out of five compulsory school students and seven out of ten parents said they had become slightly or much more positive.
- Compulsory school students reported that EuroSkills had in particular given them a better understanding of the vocational courses available, the range of occupations and job opportunities, and insights into the areas that interest them.
- 60 percent of compulsory school students reported that they had prepared for the visit at school.
- 44 percent of parents reported that their first recommendation to their children would be to apply for a vocational course when choosing a high school or college.
- Parents reported that EuroSkills had primarily given them a better understanding of the different occupations and branches, and that they had learned more in general.
- The majority in each group felt that the visit was good or very good.

Guided tours

EuroSkills offered guided tours in arabic, dari, somali, tigrinja and persian. Total conducted 28 tours with 449 participants.

Visits per day

Thursday 1 dec	30,000
Friday 2 dec	25,000
Saturday 3 dec	10,000

TARGET GROUP: SCHOOLS

Schools were asked to register their visit using reservation software, and registration began in August 2016. Almost 35,000 students from all over Sweden registered for the event, with the majority naturally coming from Region Västra Götaland. Schools also had an opportunity to pre-book a “school lunch” through the system, which led to almost 4,000 bookings.

A survey was carried out after the event. 458 of our contact individuals were asked to take part, and 216 replied.

35,000 students
from **331** schools
and **72** cities
including **759** from language introduction courses
and **582** who won a trip to Gothenburg and
EuroSkills in two competitions run by the Swedish
National Agency for Education.



Photo: Jonas Hansson

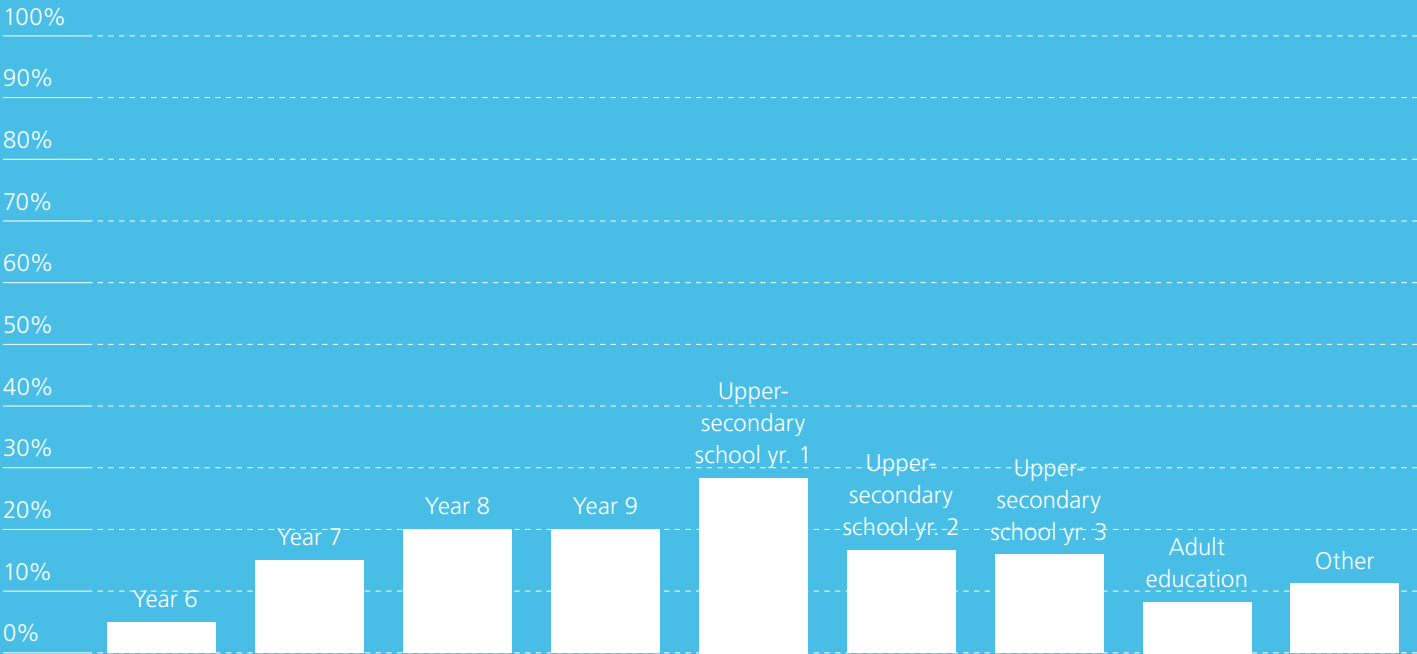
SCHOOLS ATTENDED FROM THESE SWEDISH TOWNS:

Ale	Jönköping	Norrköping	Vellinge
Alingsås	Kalmar	Orust	Vetlanda
Bengtsfors	Karlsborg	Osby	Vimmerby
Borås	Karlskoga	Partille	Vårgårda
Dals-Ed	Karlstad	Skövde	Vänersborg
Enköping	Kristianstad	Stenungsund	Västerås
Eskilstuna	Kungsbacka	Strömstad	Ystad
Essunga	Kungälv	Sunne	Åmål
Falkenberg	Lerum	Svalöv	Åtvidaberg
Falköping	Lidköping	Svenljunga	Älmhult
Falun	Linköping	Tjörn	Ängelholm
Gislaved	Ljungby	Torsby	Öckerö
Grästorp	Ljusdal	Tranemo	Örnsköldsvik
Gothenburg	Lysekil	Tranås	
Halmstad	Mariestad	Trelleborg	
Helsingborg	Mark	Trollhättan	
Herrljunga	Mora	Uddevalla	
Härjedalen	Munkedal	Vaggeryd	
Härryda	Mölnadal	Vara	
Höganäs	Nacka	Varberg	

"It was so professional, clear and positive all the way, for all those of us who work 'out there' with the students."

*Pia Kjeldsen, teacher,
City of Kungälv.*

WHICH GRADE YEAR(S) DID YOU VISIT EUROSILLS WITH?



Note that the table is based on those who responded to the survey and thus does not reflect an ideal cross-section.

We visited EuroSkills with...



Summary of the survey results

- Most of the school classes stayed between two and three hours. The majority thought that this was just about the right length of time.
- The teachers' guide was mainly used before the visit to EuroSkills. 58% reported that they used it before their visit.
- The teachers' guide was used more widely by grade years eight and nine than by other years. 73% had used it before the event.
- Generally, the teachers' guide was seen as a positive addition. Two out of three replied that it was Good or Very Good.
- Three out of four teachers could imagine using the teachers' guide next year, even without the incentive of EuroSkills.
- Three out of four teachers felt that similar events could be of interest to other age groups and target groups.
- The skills competitions and try-a-skill activities were the elements of the event that got the most positive response from the students.
- Overall, a large majority were satisfied with their visit to EuroSkills 2016.
- The teachers felt that their students' knowledge of vocational training had improved and there had been some improvement in the students' attitudes towards vocational training.

"Thanks to EuroSkills we now have a clearer focus on career guidance issues in the municipality, and in particular for vocational training, and these areas will now be given greater priority in various educational contexts."

*Anna Karlsson, Department manager,
Vocational Guidance, City of Mölndal*

"The students really appreciated the skills fair and thought we could have stayed there even longer! We intend to use the teachers' guide we received and will continue to work on the theme of vocations and the future!"

Lilly Kullberg, teacher, Skanör School



FINANCIALS

SUMMARY

A EuroSkills event is a difficult event to finance with a traditional budget perspective, since the project develops step by step over time, and the range of equipment and materials that will be needed will not be known until a very late date.

The financial basis was an agreement between the initiators, the City of Gothenburg and WorldSkills Sweden. From a management point of view we based our financial decisions on regular forecasts made by the controller.

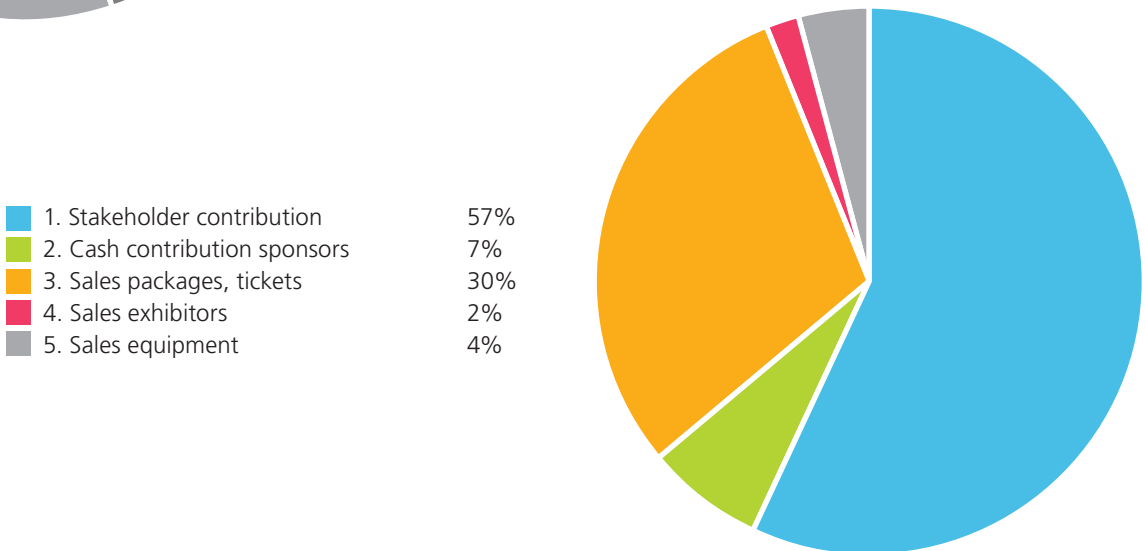
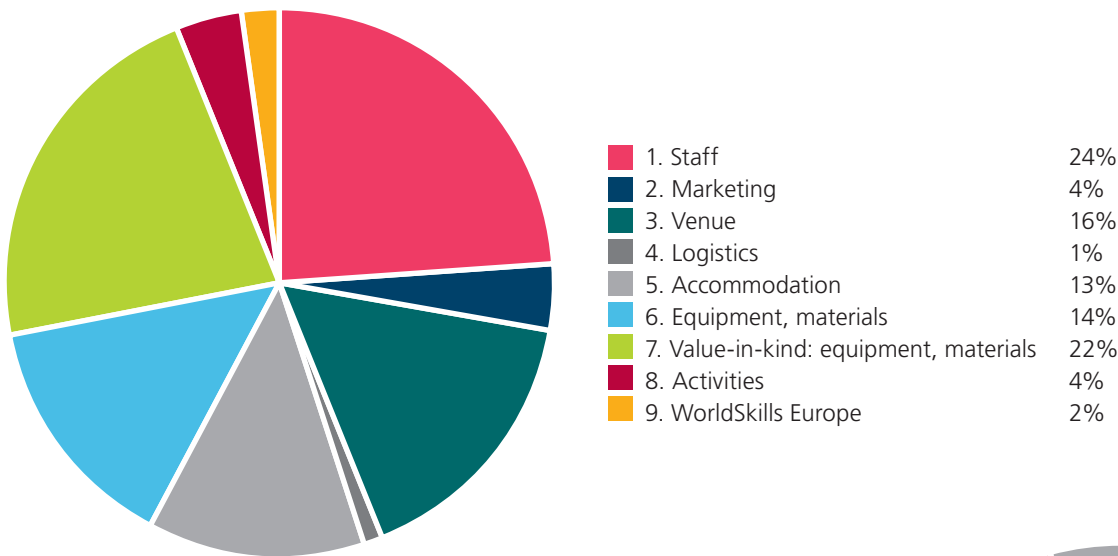
The financial overview shows that costs for equipment and materials comprise almost 34 per cent of the total cost, including value-in-kind support from sponsors. The aim at the beginning of the project was to cover all costs regarding equipment and material through sponsorship. The outcome shows that almost 65 per cent of these costs were covered through sponsorship. The rest of the

equipment needed was purchased and then sold in an online auction which started the first day of the competitions. Staffing costs shown below are for the whole three-year period of preparations, implementation and settlement.

It is difficult to measure return on investment in the short term from projects like the EuroSkills event. More positive attitudes towards vocational education and training (VET) among young people, better cooperation between stakeholders involved, a sharper focus on quality in education, better collaboration between schools and employers, and a broader discussion in society on how to raise the status and appeal of VET are all parts of the legacy perspective. With such a perspective the costs over one year should be looked on more as investments with a payoff period of 5–8 years.

The cost and revenue structure follows from the diagrams below:

COST ALLOCATION OVERVIEW



THANK YOU!

Official Partners:

FESTO

3M

VOLVO

Skill Sector Partner:

DMG MORI
SWEDEN

TOSHIBA
Leading Innovation >>>

PSO
ONLINE
AUKTIONER.SE®

metro

Media Partner:

Logistics Partner:

DHL

Educational Partner:

SKOLA
ARBETSLIV
Utbildning

Event Partners:

PEAB
NORDENS SAMHÄLLSBYGGARE

GOTHIA
TOWERS

SVENSKA MÄSSAN
THE SWEDISH EXHIBITION & CONGRESS CENTRE

Lead Skills Partners:

KNX®

GILDA COSMETIC

NEW HOLLAND
AGRICULTURE

AUTODESK

interflora
THE FLOWER EFFECT

TEKLAB®
by kontram

stril
networks

SIEMENS
Ingenuity for life

GRUNDFOS

JOBMAN
WORKWEAR

LINCOLN®
ELECTRIC
THE WELDING EXPERTS®

SCANIA

Scandic

Id HAIR

Alingsås
Plåtmaskiner AB

Studica

FESTOOL

axima

onninen

Skill Suppliers:

MGS VERKTYG
MÖJLIG GAS & SVETS

CARPART
AUTOMOTIVE PARTNER
SINCE 1987

PLÅTSLAGARNA
PIAAB
HANTVERK PÅ HÖG NIVÅ

Blomster
Lundet

CONTINOVA

PREFA

OBO
BETTERMANN

STABILA
How true pro's measure

wiha
Tools that work for you

JOHN FREDRIK
189 YRA-ARBODOT
SINCE 1977

Mitutoyo

SPENDRUPS 187

RATIONAL

CELEBRITY

AME
Advanced Mechanical Engineering AB

Nordsjö
let's colour

M&G Verktøy

TRESTON
DEDICATED TO HUMAN WORKSPACE

Helmut Walch
ETAB 1978

PIVOT
POINT

ahlsell
gör det enklare att vara proffs

BERENDSEN

KA OLSSON & GEMS

RS

RITTAL

NORDIQ

BAMATEXI

IMI
Hydraulic Engineering
LODGE GATE
www.lodgegate.com

Gyproc
SAINT-GOBAIN

MILTRONIC
A Lapp Group Company

ECOLAN®

Nexans
BRINGS ENERGY TO LIFE

VÄSTRA GÖTALANDSREGIONEN

OASIS
FLORAL PRODUCTS

Datavox
DATA & COMMUNICATION

MP bolagen

VÄSTERBOTTENSOST

Schneider
Electric

FISK & IDAG
KÖTTET FÖRETRÄFFAR

Santa Maria

Floorit

LINDEX

Weber
SAINT-GOBAIN

alumeco

RANCOLD
RESTAURANT EQUIPMENT 20

WÄNGBÄCK

Mastercam

martin&servera

Grönsakshallen
Sorunda

FEINER

ege®

ComfertSystem

SOLECTRO

GRAFIS
CAD Software
www.grafis.com | www.fashioncraft.com

viiega

STUGMATERIAL AB

ecuale

mora

ab ruppel
40 AN RUPPEL SERVICE
www.ruppel.se

PIERRE BLEUE
BELGE

KONRADSSON
KAKEL

Forbo
FLOORING SYSTEMS

D&D
DECORATION & DESIGN

Organizational Partners:

FRISO
BROTETAGARNA

PLÅT & VENTFÖRETAGEN

SHR
SVERIGES HANTVERKS-
FÖRETAGEN

INDUSTRI
ARBETSGIVARNA

Bilproffs.se

Kommunal.

Värd företagarna
Almeco

Sveriges
Kommuner
och Landsting

INSTALLATÖRSFÖRETAGEN

VISITA
SVENSK BESÖKSNÄRING

VVS-Branschens
Yrkesnämnd

CONSTRUCTION
SKILLS
SWEDEN

Almås
GYMNASIET

TEKO
SVERIGES TEXTIL-
& MODEFÖRETAG

Handelsrådet

SKTC
SKÄRTEKNIKCENTRUM | SVERIGE

sätt
färg på