



**LAB-MOVIE**  
LABOUR MARKET OBSERVATORY  
IN VIETNAM UNIVERSITIES



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

# LAB-MOVIE

## Labour Market Observatory in Vietnam Universities

### *Sustainability Plan*



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## Purpose

In accordance with the guidelines set forth by the European Commission, the sustainability of a project is exemplified by its ability to persistently yield advantages for the project beneficiaries and/or other relevant constituencies well beyond the conclusion of the Commission's financial support. A truly sustainable project demonstrates resilience and enduring impact, ensuring that the positive outcomes and contributions endure over an extended period. This forward-looking perspective aligns with the European Commission's commitment to fostering initiatives that not only thrive during the active phase but leave a lasting imprint, contributing to the long-term development and well-being of the beneficiaries and stakeholders involved.

For this reason, the LAB-MOVIE project foresaw the creation of a Sustainability Plan by the end of the project as a deliverable within Work Package 5 – Dissemination and Exploitation.

This Sustainability Plan is one of the project outputs, alongside scientific publications, the observatory creation toolkit and the tool for job seeking. Its aim is to define the strategy for continuing the work initiated during the project in the regular activities of the partners in accordance with the evidence-based discussions that occurred throughout the project's lifetime. Recommendations and suggestions will be detailed in order to provide guidelines for the project prosecution after the financing period and the exploitation of the results. In this Plan the main outcomes of the project will be summarised, and most of all the tools and the instructions on how to implement an observatory of the labour market.

As the culmination of the project approaches, this document assumes a dual role with primary objectives: firstly, to comprehensively encapsulate the principal project outcomes, along with recommendations aimed at fortifying its sustainability and adaptability across diverse sectors; and secondly, to secure a steadfast commitment from all university teachers, researchers, and collaborative entities, fostering strong ties between universities, enterprises, and European partners. The focus remains on endorsing overarching recommendations mutually endorsed by European and Vietnamese partners, ensuring that the invested resources resonate in perpetuity. It lays the groundwork for a collective commitment, assuring the enduring availability of tools and instructions for implementing a Labor Market Observatory. By sharing these assets with pertinent stakeholders,

the document strives to amplify the project's impact, ensuring widespread access to its outcomes, and advocating for the adoption of the LMO in other sectors.

The results are shared and kept up as long as to ensure the reduction of the gaps in job-related technical skills and address future demands for closer collaboration between business and educational institutions, not only in Vietnam.

The document further cements its commitment to sustainability through a comprehensive Sustainability Plan grounded in principles of collaboration, effective communication, continuous improvement, and optimal resource allocation. This strategic framework not only safeguards the longevity of the project's results but also actively addresses the pressing need to bridge gaps in job-related skills. By advocating for sustained collaboration between businesses and HE institutions, the plan envisions a future where the project's methodology becomes a cornerstone for fostering synergy between academia and industry.

## The Consortium

### European Partners

University of Padova

University of Salamanca

NOVA University of Lisbon

Steps srl

### Vietnamese Partners

Hanoi University

Hanoi University of Industry

Nguyen Tat Thanh University

Thai Nguyen University

Vietnam National University of Agriculture

Hanoi Association of Small & Medium Enterprises

## Context

According to the latest edition of Taking Stock, the World Bank's bi-annual economic report on Vietnam, the nation's economic trajectory is poised for a robust 6.3% growth in 2023. This optimistic projection aligns with Vietnam's ambitious goal of attaining high-income status by 2045. To achieve this target, the report outlines four key reforms that warrant immediate attention. First and foremost, there is a call to reduce restrictions on services trade and foreign investments, with a specific focus on enhancing competition and facilitating access to finance for domestic firms. The second reform emphasises the importance of fostering innovation and technology adoption at the firm level, thereby propelling the country into the forefront of technological advancement.

Furthermore, the report advocates for a comprehensive approach to human capital development by strengthening the skills and capabilities of the Vietnamese workforce and managerial cadre. This multifaceted strategy acknowledges the pivotal role played by a skilled labour force in driving economic growth. Additionally, the report underscores the significance of strategically aligning the services sector to catalyse growth across other industries, particularly manufacturing. By emphasising services that can synergistically promote the expansion of various sectors, Vietnam aims to create a more diversified and resilient economic landscape.

In light of these reforms, Vietnam's economic revitalization hinges on the optimization of its labour force. Currently boasting a population of 98,186,856 people, Vietnam stands as one of the most dynamic emerging countries in the East Asia region. The services sector, a primary engine of economic activity, has witnessed substantial growth, expanding from 40.7% of GDP in 2010 to a notable 44.6% in 2019. As the nation strategically positions itself for future challenges, the improvement of its labour force emerges as a linchpin for sustained economic success.

2019 is precisely the year when the LAB-MOVIE project kicked off, aiming at the creation of a Labour Market Observatory in Vietnam universities in order to analyse and understand the local labour market and acquire information about its demand and offer, based on the University of Padova ongoing experience. As European partners, LAB-MOVIE also counts NOVA University Lisbon (Portugal)

and the University of Salamanca (Spain). Amongst the four countries, Vietnam has a labour force participation rate<sup>1</sup> of 74%, against the 59% from Portugal, 58% from Spain and 49% from Italy.

The relevance of the project lies in the fact that the Vietnamese young and large labour force has opened up many opportunities but the low level of skills and technical specialisation of the workers was making it difficult for the country to seize those unique chances. To bridge the gaps and address future demands for skills, closer collaborations between business and educational institutions in the development of standards and training curricula are strongly required. Labour Market Observatories' purpose is to monitor market trends to understand labour, be aware of the changes and create more awareness about it<sup>2</sup>.

The so-called skills gap is one of the challenges identified by the World Bank in the report *Improving the Performance of Higher Education in Vietnam*, published in December 2020. The links between higher education and socio-economic development are thoroughly described, specifically due to the importance of universities as far as economic growth and poverty reduction are concerned. The country needs its productivity to grow in order to fulfil its aspirations of having an upper-middle-income economy by 2035, and a high-income one by 2045.

Experts consider «the use of the higher education system as a platform to transform the quality of the skilled workforce and the relevance of research and technology transfer». A knowledge-based economy will require innovative and transformative skills. Higher education access in Vietnam has been one of the major priorities of the past two decades as enrollment growth has evolved from 0,9 million to 2,3 million students, both across income and ethnicity groups.

LAB-MOVIE is definitely playing a part in the curriculum improvement and job placement, by organising the communication between universities, employers and students and mapping market trends across three sectors: ICT, agrifood and tourism. The project has the following objectives:

- To monitor the identified economic sectors, providing a brief national overview and a deeper description at local level;

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<sup>1</sup> <https://www.worldbank.org/en/news/press-release/2023/03/13/vietnam-s-economy-forecast-to-grow-by-6-3-in-2023-world-bank-report-says>

<sup>2</sup> <https://www.worldbank.org/en/news/press-release/2023/08/10/vietnam-s-economic-growth-slows-due-to-global-headwinds-and-internal-constraints>

- To understand and describe the enterprise's structures and organisation;
- To list all the professional roles within the enterprises, and to describe them in detail (tasks, activities, required competencies and skills);
- To find out, together with the entrepreneurs, the training gaps of each professional role;
- To collect feedback and suggestions on the best training offer for young people, who would like to develop their job career;
- To activate a constructive dialogue between the teachers (who need to train students for the work) and enterprises (who create jobs thanks to their activities).

The Observatories allow students to know the employment environment, giving them all the necessary skills to search for a job. In addition, the Universities' education offer adapts to the needs of companies, training students to enter the labour market right away after graduation.

The project also has some indirect results, such as support for the development of the knowledge economy, support for local business, job creation, economic growth and the raising of living standards.

## Target groups and beneficiaries

### a) **University Students:**

This innovative project serves as a transformative resource for university students, enriching their educational journey and enhancing employability. By offering a wealth of pertinent information, the initiative not only guides students through their academic pursuits but also supports those opting for a second degree. The project's focus on providing a clear understanding of the current employment landscape and local labour market dynamics empowers students to make well-informed decisions. This not only saves valuable time but also facilitates the acquisition of transversal skills and competencies essential for specific job roles. Labmovie becomes a beacon for focused career development, equipping students with the tools needed to navigate the professional landscape with confidence.

**b) University teachers:**

The project proves to be an invaluable asset for university teachers, enabling them to play a pivotal role in shaping the academic and professional trajectories of their students. The project facilitates the guidance of students towards relevant training activities, while also championing the employment of graduates by aligning educational programs with industry needs. In the long term, the initiative empowers teachers to review and enhance curricula and study plans, fostering a dynamic learning environment that adapts to the evolving demands of the job market. Armed with a deeper understanding of companies' requirements, teachers become instrumental in preparing students for real-world challenges, ensuring their education remains relevant and impactful.

**c) Enterprises:**

The project bridges the gap between academia and industry by actively involving enterprises in the work of the observatories. This strategic collaboration ensures a direct connection between educational initiatives and the specific needs of companies. The project's forward-thinking approach results in graduates who are not only well-qualified but ready to contribute immediately upon entering the workforce. By addressing the unique needs of each enterprise, Labmovie becomes a catalyst for satisfaction across the spectrum of companies involved. This symbiotic relationship establishes the project as a cornerstone for promoting workforce development, industry-academia collaboration, and the seamless integration of graduates into the professional realm.

## Project Results

LAB-MOVIE's results are available on the project's website in a [dedicated webpage](#). These are organised under the WP structure as follows:

- Report on the Vietnam labour market and available monitoring tools WP1.1
- Report on the EU labour market observatories WP 1.2
- Development of educational materials (for carrying out the labour market surveys) WP2.1



- Organisation and implementation of training (for PC HEIs for transferring know how to carry out the local labour market surveys) WP2.2
- Survey with enterprises (implementation by PC HEIs of Agri-food, ICT and telecommunications, Tourism labour market surveys) WP2.3
- Reports on the three sectors WP2.4
- Analysis of the data from WP2 (to obtain a database for Labor Market Observatory) WP3.1
- Implementation of the platform and the qualification repository WP3.2
- Piloting of the LMO WP3.3
- Quality Framework WP4.1
- Evaluation reports WP4.2
- Dissemination Plan WP5.1
- Project website WP5.2
- Promotional events (4 dissemination conferences in Vietnam and local dissemination meetings) WP5.3
- Articles and scientific contributions for promotion of the project result and LMO platform WP5.4
- Sustainability Plan WP5.5

## Sustainability Outcomes

The following sustainability outcomes are aligned with the aforementioned project results and intend to be developed and monitored in the five years after the project's funding period. These will be the transferable outputs to address the long-term impact indicators.

Number	Sustainable Outcomes	Strategy to ensure their sustainability	Resources to be employed
1	Labour Market Observatory in Vietnam	The Observatory will be maintained by all the Vietnam universities involved. Each university will manage their dedicated server for their own research and databases. PC HEIs will seek support from the local Public Authorities and Ministry of Education in order to promote the Observatory.	Commitment from all the university to keep on feeding, updating the platforms and to keep on making surveys regularly. Staff required: researchers for the surveys; IT experts to run the platform; experts of statistics to elaborate data.
2	Yearly publications on the labour market sectors	The partner country universities will collaborate and publish at least one yearly report about the labour market situation in Vietnam. The report may concern a general overview, or be	Commitment from all the university to keep on feeding the database and to keep on making surveys at local and national level. Staff required: researchers for the surveys; IT experts to

		focused on a specific sector/field	run the platform; experts of statistics to elaborate data.
3	A repository of all the professional roles within the enterprises	The repertory of professional roles will contain a list of job qualifications, described in detail (tasks, activities, required competencies and skills). This will be updated and enriched regularly after the end of the financing period	Commitment from all the university to keep on feeding the database and to keep on making surveys at local and national level. Staff required: researchers for the surveys; IT experts to run the platform; experts of statistics to elaborate data.
4	Sustainability Guidelines	The Sustainability Guidelines include all the main project results and the recommendations to make the project sustainable and adaptable to other sectors	Commitment at high level from all the PC HEIs universities. Collaboration between universities and enterprises to update surveys and to make new ones. Collaboration with EU universities.
5	New studies curriculum at the universities	The results emerged from the Observatory analysis will continue to support the review of the current studies curricula at PC HEIs, which will fit more with the actual needs of the labour market. If necessary HEIs will seek support from the Ministry of Education	Commitment at high level from all the PC HEIs universities. Commitment from the universities' teachers. Collaboration between universities and enterprises

6	Agreements between universities	The EU and Vietnam universities will keep on collaborating and possibly find other funds and methods to cooperate and exchange.	Commitment at high level from all the PC HEIs universities. Collaboration between universities and enterprises through regular web conferences and possibly meetings
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## Long-Term Impact Indicators and Sustainability Strategy

The consortium agreed on a series of long-term impact indicators which will ensure its continuity and the exploitation of its results in the five years after the project's funding period

### Sustainability of the Labour Market Observatory

The Lab Movie project has successfully imparted comprehensive know-how to the Vietnamese partner universities throughout the project's execution, facilitating their ability to effectively operate and leverage the Labor Market Observatory (LMO) platforms. The detailed guidelines elucidating the methodology for creating and managing the Observatory are explicitly outlined in the following project outputs:

2.1 Educational materials (written training materials in english and vietnamese, and training sessions recordings)

3.2 LMO platform guide and LMO training session recording

In its role as the project coordinator, the University of Padova, in collaboration with its European partners, pledges to uphold a commitment to sustainability beyond the project's conclusion. Specifically, the University of Padova commits to actively contribute its insights and expertise to support the ongoing development and enhancement of the Local Labor Market Observatory (LLMO) platform in any future proposals put forth by the project partners. This enduring commitment reflects the University's dedication to fostering continuous improvement and advancement in the shared



objectives of the project, ensuring a sustained and impactful legacy in the realm of labour market analysis and development.

All the partners will continue to make further dissemination of the project results and will continue evaluating the achievements and impact of the project.

All the Vietnamese Universities have been provided with the technical equipment for assuring the sustainability of the LMO platform in the future: four laptops and a server each (to carry out the surveys and host/manage the platform)

For the implementation of the web questionnaires and for the management of CAWI (Computer Assisted Web Interviewing) surveys, the partnership decided to use the open source software LimeSurvey. For data processing Office package is sufficient. In order to work with statistical software the partnership decided to use R, which is open source. This, and the fact that at the end of the project the equipment will remain in the availability of the LMO platform, constitute a fundamental basis for sustainability of the project after the end.

Another fundamental component of sustainability is the human resources to be assigned by each local university to the platform management/development and to the new surveys on economic sectors. In order to guarantee the continuation of activities according to the present guidelines, each university commits to allocate at least 2 of its staff to carry out the new surveys and 1 staff to manage and update its LMO platform and in charge of system quality control. Generally the staff allocated will be represented by the working groups that already worked on the project in each university, while in case of new staff, which is encouraged, the new staff will have to be trained by each university using the available project training material. Remaining funding for the LLMO activities will be provided by the PC HEIs funds.

In Nguyen Tat Thanh University the LLMO will be managed and under responsibility of the department of Business Relations and Student Employment jointly with the Department of IT Administration.

In Vietnam National University of Agriculture it will be under the responsibility of the Centre for Public relation and Students support.

In Hanoi University under the responsibility of the Center of Technology and Information.

In Hanoi University of Industry under the responsibility of the HaUI Institute of Technology



In Thai Nguyen University the Department of Science – Technology Management & International Cooperation and the Center for Information and Library will be responsible for the LMO.

The staff allocated for carrying out the survey is selected according to these requirements: Researchers with knowledge of sociology, economics and statistics and in the subjects of the survey. These competencies are required:

- planning and management of statistical surveys
- quantitative and qualitative data collection techniques (Face to Face, CAPI, CATI, CAWI, Focus Group)
- questionnaire design techniques for the collection of quantitative and qualitative data
- sampling bases
- bases of analysis of quantitative and qualitative data (univariate and bivariate analysis)
- writing of reports in english
- proficient use of excel (or SPSS, SAS, R or other data processing software)
- good knowledge of english language
- desk research
- use of databases
- knowledge of industry sectors under the project's objectives

The staff allocated for managing the platform is selected according to these requirements: technology officer, system designer, supervisors or developers, with Good knowledge of the local University information system (student / student management system), Good knowledge of the Vietnamese higher education system and knowledge of the legal system with enterprises in the research field of the project, Data Management, Programming.

Although each HEIs guarantee technical assistance for its platform, Nguyen Tat Thanh University and Hanoi University of Industry have agreed to coordinate and supervise the technical development and assistance to the platforms.

At each Vietnamese university a local coordinator will continue to lead and manage the working groups, the local coordinators will coordinate regularly to monitor the exploitation and development of the LMO platforms and to agree further ameliorations, with the support of European partners.

To ensure sustainability and accountability of the PC HEIs towards the project outcomes, the LLMO platforms are placed under each University website domain: for this reason the LLMO is structured into 5 (one per each PC HEIs) web platforms, whose links are gathered on this webpage <https://labmovie.eu/labour-market-observatory>.

A fundamental key to exploitation of the LLMO in the future, especially by the Vietnamese students, is the fact that the tool is developed both in English and Vietnamese, and that updates are aligned in both languages; pilot results clearly indicated that students are more satisfied and willing to use contents in their language.

Quantitative indicators concerning sustainability of the LLMO within 5 years from end of the project, aim at bringing at least five new economic sectors studied to the LLMO and the participation of at least 10 new universities until 2028, with at least 500 students per year using the platforms.

Regarding the new economic sectors, NTTU has already defined the Transportation/logistic sector as the one to be under development during 2024. The first institutional expansion will also be at pace with the new sector integration by involving two Vietnamese universities that mostly represent the Transportation/logistic area in the country. This will be defined in the beginning of 2024.

HAUI has identified for future survey the Mechanical engineering sector that is one of their major study fields.

The PC HEIs have also agreed that frequent updates on economic sectors already studied are necessary for the sustainability and effectiveness of the LLMO; the University of Padova, based on its experience recommended updating the research about each sector every 3-5 years maximum, taking into consideration how fast each sector changes according to its specificity.

As regards the new universities to be included in the LLMO, the PC HEIs have already started a promotion work towards other Vietnamese HEI, for example HaLong University and Quang Ninh University in the north region of Vietnam and Nha Trang University in the south. The inclusion of new universities can concern the joint implementation of new surveys and the sharing of project resources, training material and web platform, in this case the recommendation is to sign a memorandum of

understanding among Lab-Movie universities and new universities to comply with quality assurance and sustainability guidelines.

The exploitation of the platforms by the student is already very satisfactory at present stage, it is measured by web tools present on the websites that reports that users have exceeded the project indicator number (1000 users). The visibility of the platform will be ensured both by promotion activities towards the student by the HEIs teachers and staff in charge of the LMO and by the inclusion of the platform under the University website domain.

The platform will be included within the employability tools made available by the Universities for their students and will be used by services as the careers centres and student support offices to strengthen their activities in support of students orientation and employability. In addition, the HEIs have foreseen to carry out interviews with a sample of students that used the platform, to be defined in the beginning of 2024. The interviews will be used as testimonials and published in a dedicated section of the LAB-MOVIE webpages in order to collect feedback and generate adhesion to other students.

### **Improve graduates' employability**

The improvement of graduates' employability is the second long-term impact indicator..

Curriculum development and update according to the findings of LLMO surveys is of utmost importance for achieving this result. Thanks to the curriculum updates graduates will have competencies more in line with the labour market needs, and they will be able to find a job that is suitable with their studies.

Hanoi University of Industry intends to use the resources provided by the LMO in the IT field to design a new course. This institution changes the curriculum five in five years based on a three way feedback (teachers, companies and students) and intends to use LMO as a tool for the Accreditation Committee. Nguyen Tat Thanh University and Hanoi University also recurred to LMO as an internal tool for programme assessment and updating.

Vietnamese universities within LAB-MOVIE will conduct focus groups with the graduates who have used the LMO to find their first job two years after graduation. The first focus group is to be held in





2026 with a shared methodology to be developed in 2024 and to be tested in 2025. This will be accompanied by institutional transformation on having up to date job placement surveys on their students and graduates with regard to internships and full-time positions per sector developed on an annual basis. Vietnamese universities will sign a mutual agreement to share data on the focus groups and student placement results.

Using LLMO for orientation of students is another key to the improvement of graduates' employability, the tool will be included in the services that HEIs already offer to their students as employability support and career guidance and it is suitable to become a sort of career hub, gathering additional features like for example list of companies contacts, of job/internship offers. Through the platform students find information useful to understand if a position is suitable with their studies and to support them when opting for a second degree. The qualification repository will provide a clear understanding of the current employment landscape and local labour market dynamics in a specific sector enabling them to make well-informed decisions.

### **Reinforcement of the collaboration between universities and enterprises**

The relationship between universities and enterprises is paramount for the achievement of a knowledge based economy and therefore for the sustainability of LAB-MOVIE's project results. This initiative addresses universities and companies. As quantitative indicators in the long term, partner HEIs and employers should accomplish at least 10 agreements for internships and other services, and increase the cooperation with companies having at least 50 contacts aiming at facilitation of access to the labour market for students and to the implementation of internships and other services.

As an example Hanoi University is currently already organising internships for its students of tourism in Italy and is training those students with the LMO resources on tourism. NOVA University of Lisbon already signed a Memorandum of Understanding with Hanoi University following the connections established within the scope of LAB-MOVIE. NOVA will be working with the Portuguese Studies Department with the aim of providing students of Hanoi University the possibility of doing internships abroad in a two-fold approach of Portuguese and Business. For example, Brazil and Vietnam are the largest coffee exporters in the world, and the development of the language under a business approach will increase students' job opportunities.

Nguyen Tat Thanh University has already collaborated with IT companies contacted for the survey, by inviting some experts from the companies to talk to their students during skills seminars and to help the University review its IT curricula.

The presence in the LabMovie partnership of the Hanoi SME's association will facilitate the involvement of the enterprises, the association aims to continue aiding in the dissemination of the project towards companies and extend their range of activities continuing working on LLMO promotion and involvement of companies through domestic platforms. They intend to discuss collaborative partnerships among companies and universities, like they have already done during the project implementation with the signature of a memorandum of understanding for cooperation among Hanoi SME's association and Thai Nguyen University.

The regular implementation of surveys with enterprises represents an opportunity of mutual knowledge among HEIs and businesses and will be key to the reinforcement of the collaboration for offering internship/job opportunities to students. Also the dissemination conferences (4 in total held in Vietnam with a total of 60 companies' representatives attending) have represented an occasion not only valuable for sharing the project results but also important for taking contact with the companies for future cooperation. Regular meetings with businesses' managers during the surveys will also be the occasion to seek sponsorship opportunities by the Universities.

Alumni networks offer a fertile ground for the placement of interns as they will be able to share their experience in venues such as job fairs, conferences and bilateral meetings between universities and companies. Teachers will also have the possibility of being offered training in enterprises whenever it might be understood as necessary.

### **Training courses requested by enterprises**

Executive education offered by universities is also a powerful tool for the improvement of this relationship. By bringing companies to the university campus providing their employees cutting-edge knowledge and training on a designated sector is of extreme relevance for the public image of universities within the labour market as providers of cutting-edge knowledge and technology. On the other hand, it also represents a relevant tool for life-long learning, as it brings up the chance of those who never had the opportunity to access higher education training but are already integrated in the

market to improve their curricula, and the possibility of senior graduates to return to university. This integrated relation will facilitate the participation of such companies in events such as job fairs, as well as activate contacts for internship agreements and student placement.

Other kinds of training courses/modules based on the companies needs and focussing on specific skills, can be established for students, in this case it will be a short course within a degree or specialisation course or for newly graduated.

Another possibility, already implemented by the PC HEIs, is to update already existing modules/courses, based on the knowledge acquired from the survey, in this case lecturers can revise the contents and teaching methods of their module without particular authorizations, by coordinating with faculties for the revision.

As quantitative indicators, at least five training courses will be organised by HEIs upon enterprises' requests. As qualitative indicators, these courses will be designed to respond to the business' needs and train people able to match such needs. These shorter programmes might be developed amongst more than one university and more than one company.

At least one of the above-mentioned contacts with companies shall address the possibility of developing training courses at their request. Besides all the advantages listed, this usually represents an important source of revenue to higher education institutions.

### **Qualification repository**

In order to update the qualification repository the Vietnamese Universities will regularly identify new economic sectors to be studied, (or instead decide to update the survey on an economic sector already studied) on the basis of their needs (considering their course catalogue), on the basis of their considerations regarding different economic sectors outlooks and their importance in Vietnam; at the same time when identifying the economic sectors, they are encouraged to take into account any suggestion they might receive from companies. The PC HEIs will decide which sector to study and they are encouraged to carry on jointly the surveys or with the cooperation of new Universities.

The surveys will describe the structure of companies and their dynamics, will list the professional profiles and their features for what concerns the specific skills requirements. The regular surveys will increase the database of platforms and will feed the qualification repository.

Despite the LLMO being structured into five web platforms (one for PC HEIs), it should be regarded as a unique service/product that gathers all the qualification repositories of each University.

All the links are published in the project webpage <https://labmovie.eu/labour-market-observatory>.

In order to support the promotion of the repository, partners are advised to publish joint articles on the Vietnamese job market at least once a year.

As regards quantitative indicators, it was expected that by 2028, the number of qualifications included would increase in 75, since it includes already 71 job qualifications, the LLMO results have overcome the expectations; from the qualitative point of view, the qualification repository will involve more sectors as already described in the Sustainability of the Labour Market Observatory paragraph.

An intention for the future development is that the qualification repositories, once increased and supported by local authorities, can lead to the creation of a National Qualification Repository. The PC HEIs will discuss this possibility, subject to the fact that the LLMO is supported by the Ministry of Education and is extended to other universities in Vietnam. It was also agreed that due to Vietnam's geographical and economic diversity, this repository should present qualifications sorted by province. Vietnamese universities will sign a mutual agreement to share data they collect.

## Final remarks

Final reflection on the Lab-Movie experience provides some insights and guidelines regarding the implementation and exploitation of LMOs :

- Build on a solid, simple and executable methodology. Make the methodology transparent so that it is not easily discredited.
- Starting with a small (but scalable) observatory is preferable to trying to cover a scope that is unmanageable in practical terms. Very important to deliver a strong result – even if somewhat

limited in scope in the beginning, it will prove the potential and encourage continuation and future funding to further develop the project at a later stage.

- Involve stakeholders and public authorities.
- Ensure that the model constructed is adaptable for growth in regional and sectoral coverage.
- Dedicate time to developing a friendly, attractive and dynamic user interface. Make people and entities want to use the tool.

The sustainability of LMOs is a well-known challenge. To address it some countries have integrated regional observatories in larger networks or have diversified funding sources. Another crucial challenge observed in many countries is a poor coordination between labour market demand on the one hand and educational choices and skills development policies on the other. The effectiveness of LMOs depends on the management and structure of these institutions and the final use of the information that they generate. Sometimes, the information produced by the LMO may have little value added and become irrelevant for the users due to lack of interest, poor knowledge, resistance to change, or political factors that may unfortunately reduce the potential advantages of LMOs.

The synergies between universities, public authorities and enterprises are considered to be the key drivers of knowledge-based societies and economies. The success of this synergy has positive effects on the quality of training and future job prospects for students, and research conducted by schools and technology transfer, knowledge for production and business areas. In addition, there are indirect results such as supporting the development of the knowledge economy, supporting local businesses, creating jobs, stimulating economic growth and improving living standards.

It should be noted that the usefulness of LMOs depends on the information being relevant and timely. This requires that information is up-to-date and that it covers the relevant sectors. The Lab-Movie project has encouraged the development of the technical capabilities at each of the Vietnam HEI partners so that continued work can guarantee its extension and update well beyond the project endline.