

# EUROPEAN CLUSTER CONFERENCE 2024

7-8 MAY 2024, BRUSSELS

#EUClusterConference

# SKILLS

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- International expert in cluster management
- Head of Master programme in Cluster Management  
University of Strasbourg
- Member of the European Commission Expert Group on clusters
- Member of the board of directors France Clusters 2010-2019
- ...and past cluster manager



# Agenda

1. Why skills?
2. Skills for the future
3. Clusters and Skills

# Change drivers

**Ageing population**

**Technological disruptions**

**Climate change**

**Industrial reshoring**

**COVID pandemic**

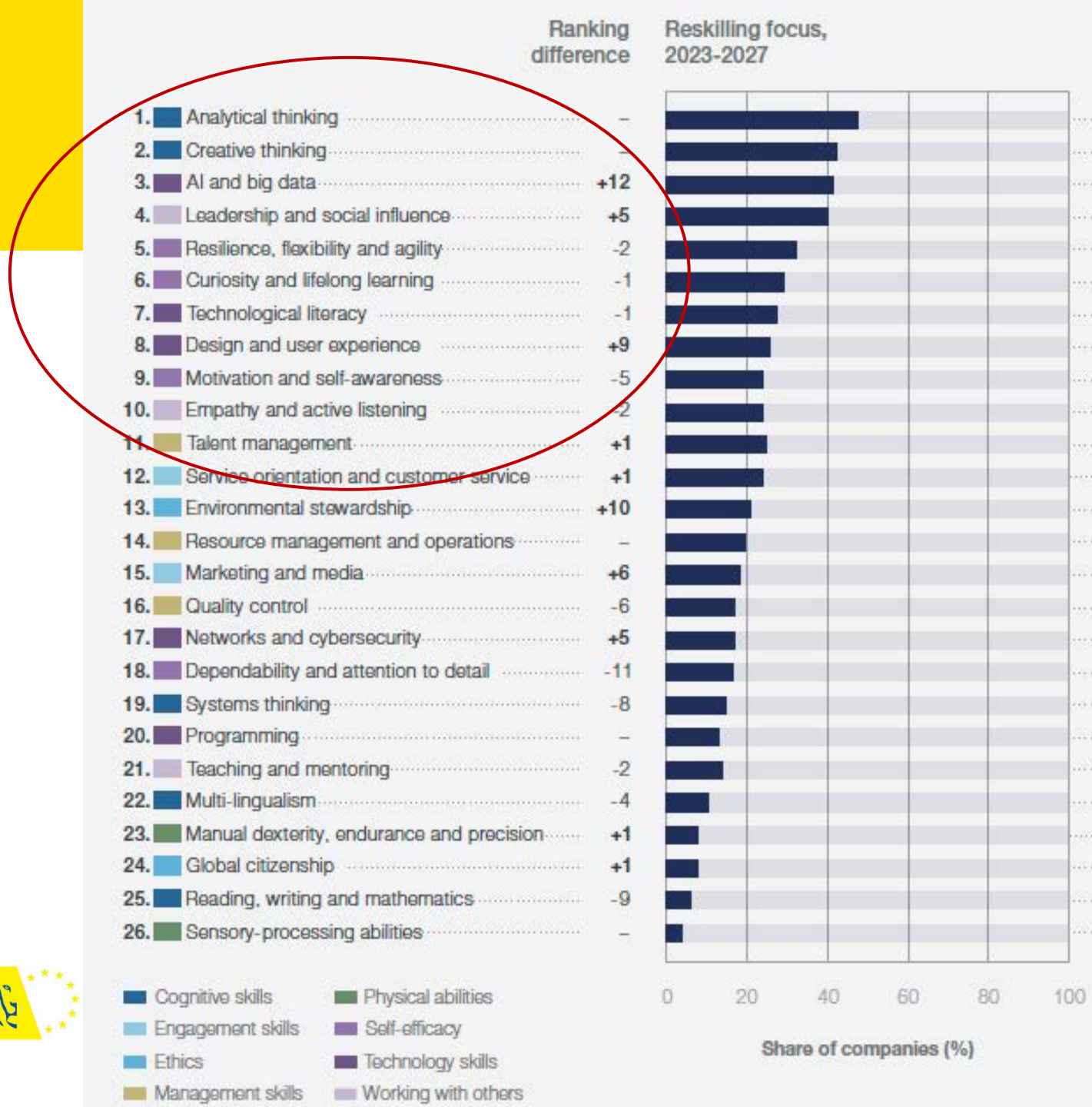
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**Skills shortages**  
**Skills mismatches**

# Reskilling and upskilling

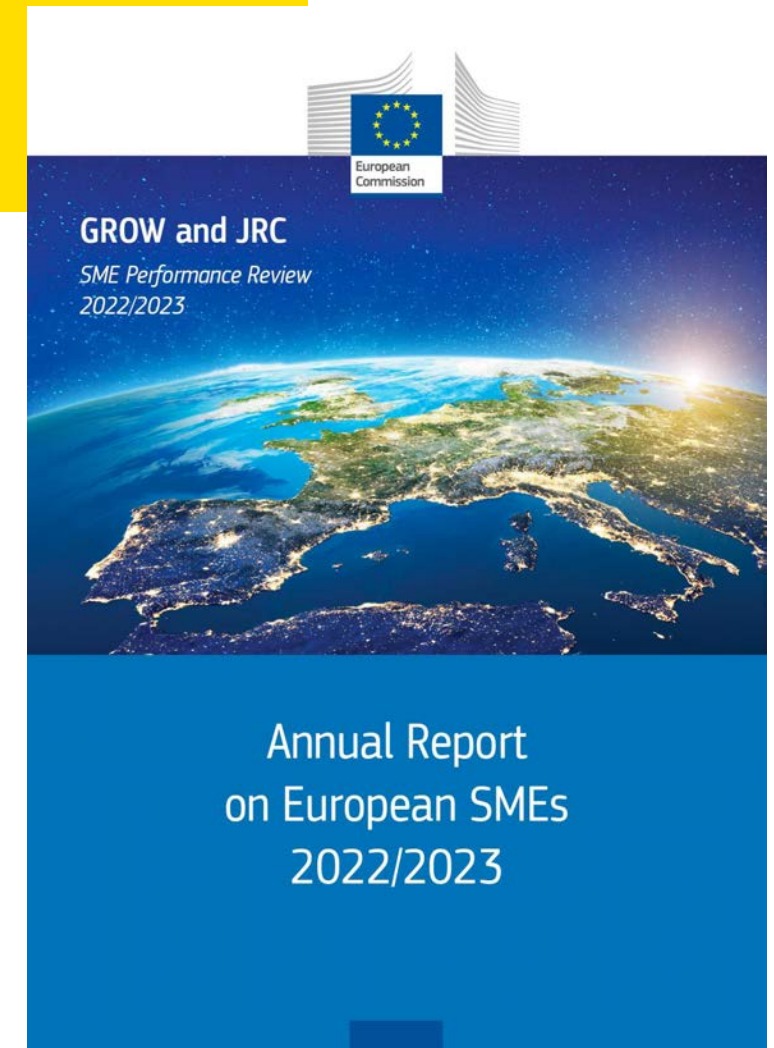
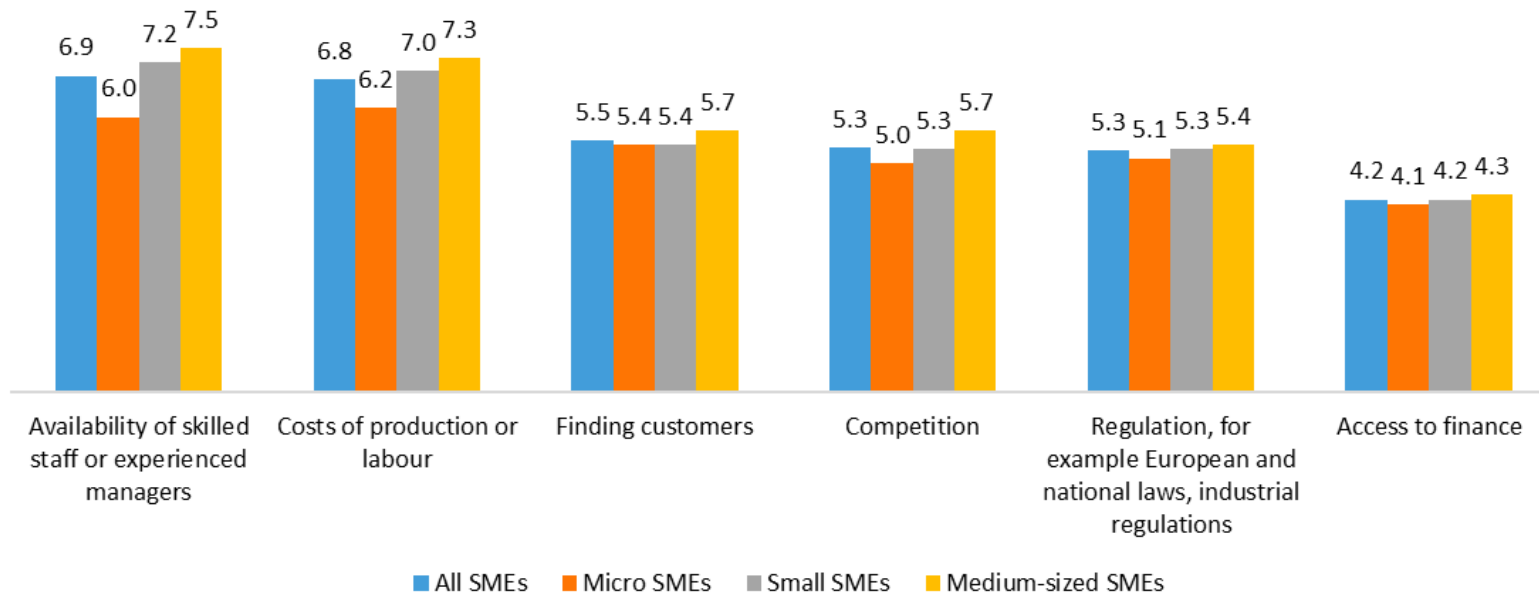
- World Economic Forum Future of Jobs Survey 2023
- 803 companies – 11,5 m jobs

**7 out of 10 first skills are soft skills**

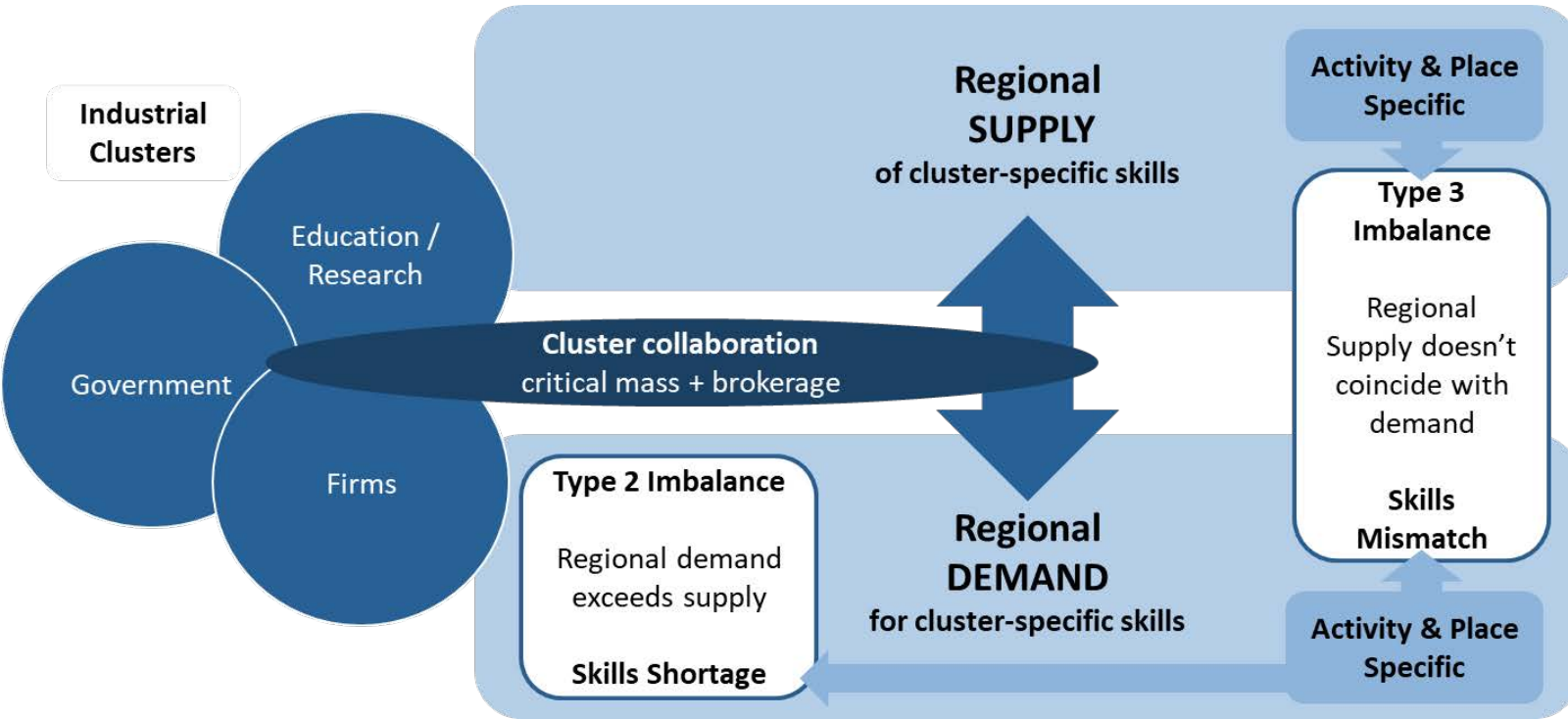


# 99,8% of European companies are SMEs

## 24.3 millions SMEs (non financial business)



# Role of Cluster Organisations



James Wilson - Orkestra





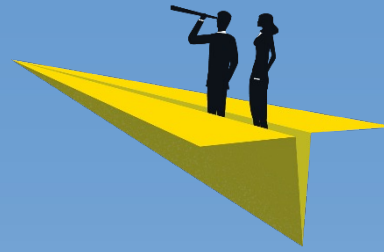
# What about cluster managers skills?



# Credo

To sum up, the issue of skills cannot be tackled without taking into account how companies are organised and managed. Organisations need to be less vertical, capable of combining complementary skills in a project-based approach. This also implies a profound change in the way we hire people (skill-based approach versus diploma) and manage (empowerment).

Cluster organizations, because they are knowledge nodes, are the best place to put on the same path, companies, universities, research lab, VET providers and governments, in a learning journey to develop the European economy through skills.



# Thank you



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