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2024

THE TRANSITION OF INDUSTRIAL ZONES INTO AN INTEGRATED RENEWED TERRITORIAL ECOSYSTEM CHARLEROI MÉTROPOLE CATCH TURBO PLAN



THOMAS DERMINE

State Secretary for economic
recovery and strategic investments
Belgian Federal Government



AGORADA+ 2024
EURADA event



CATCH - Catalysts for Charleroi

Using major industrial closure as a catalyst to accelerate post-industrial socio-economic reconversion

Presentation

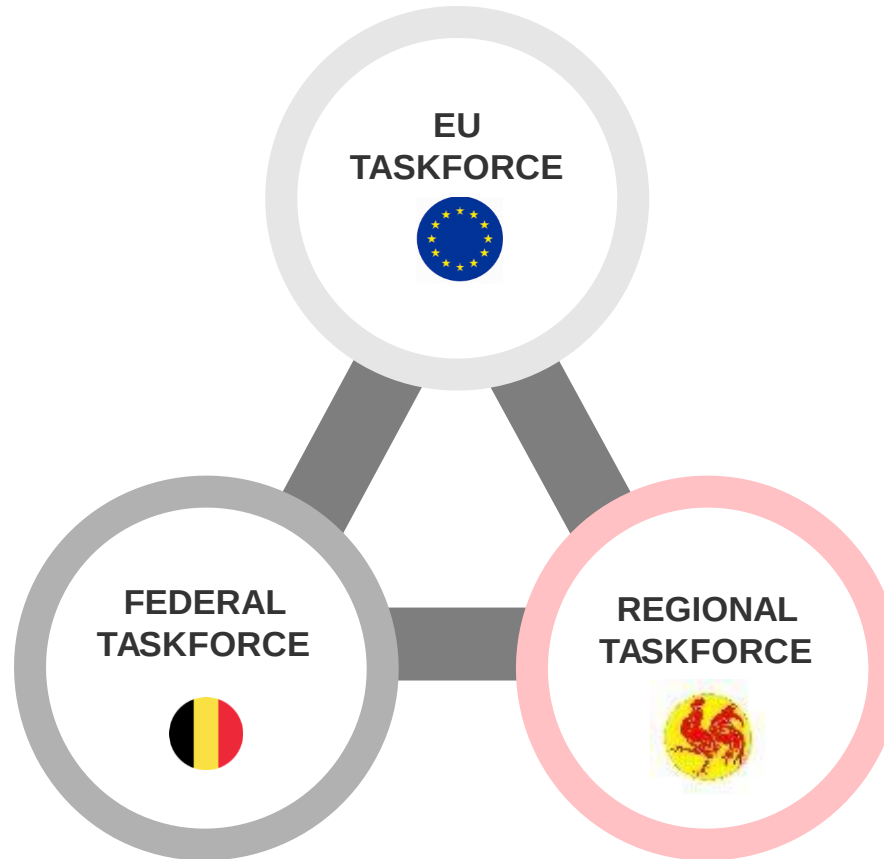
announcement of Caterpillar's
intention to close its production site
in Charleroi (Coccolino)



Taskforces have been set up following the Caterpillar plant closure

- Mobilisation of **European tools**
- Use of the **EU Globalisation Adjustment Fund** (EGF)

- Conditions of **access to unemployment** with company supplement (early retirement)
- **Tax treatment** of severance payments



- **Site management** (IGRETEC & SOGEPA)
- **Support for subcontractors** (SOGEPA)
- **Reconversion cells** (FOREM)
- **Acceleration and growth strategy** by "activating existing levers and completing the value chains present on the territory, in line with the Walloon industrial policy defined in the Marshall Plan".

Genk efforts (*SALK-plan – Strategische AktiePlan voor Limburg*)



Ford-fabriek wordt gesloopt: einde van een stukje geschiedenis, het begin van een nieuw hoofdstuk

Kris Peeters feliciteert Daems met actieplan SALK



SALK projects examples

T2- Campus



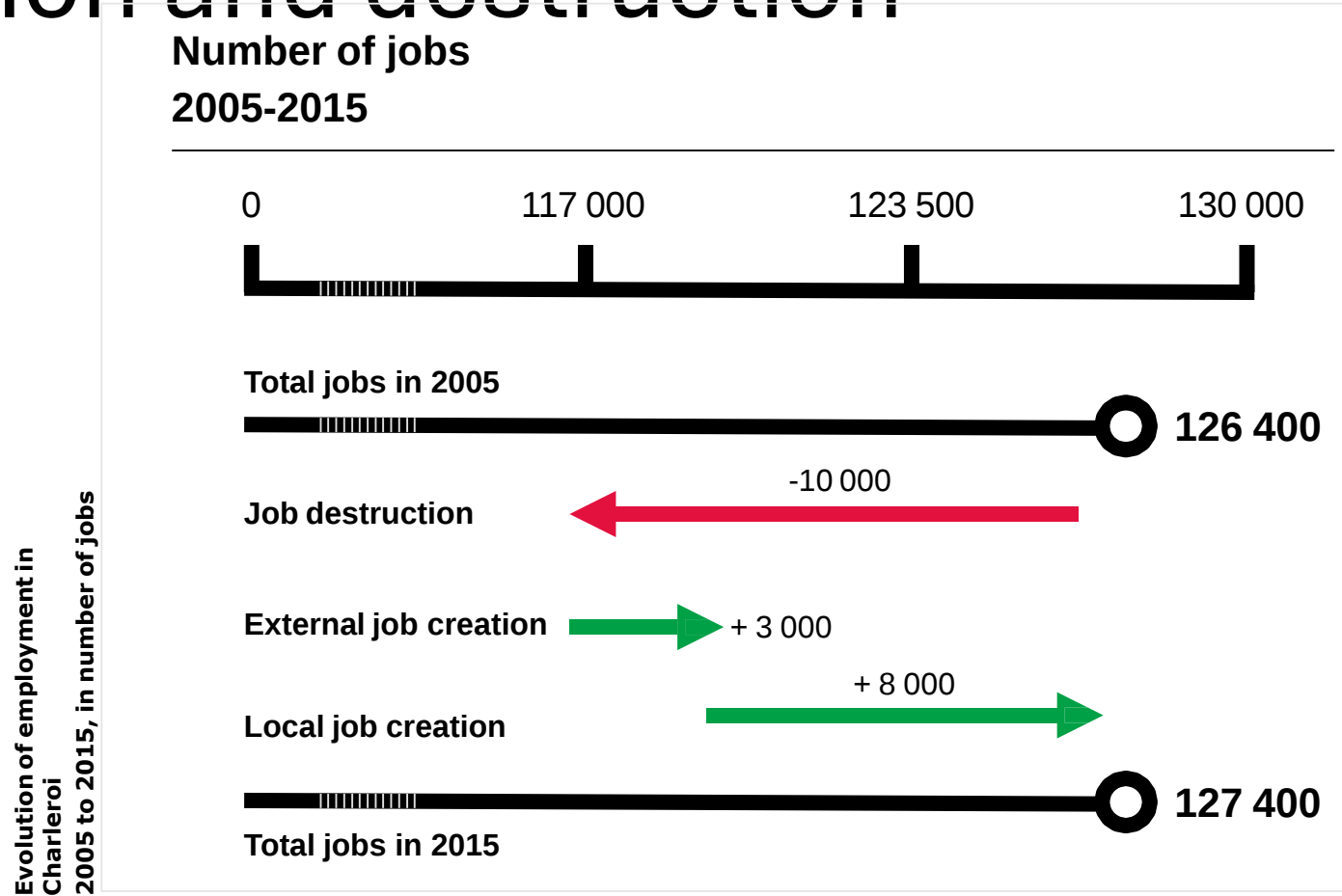
Energy Ville



Corda Campus



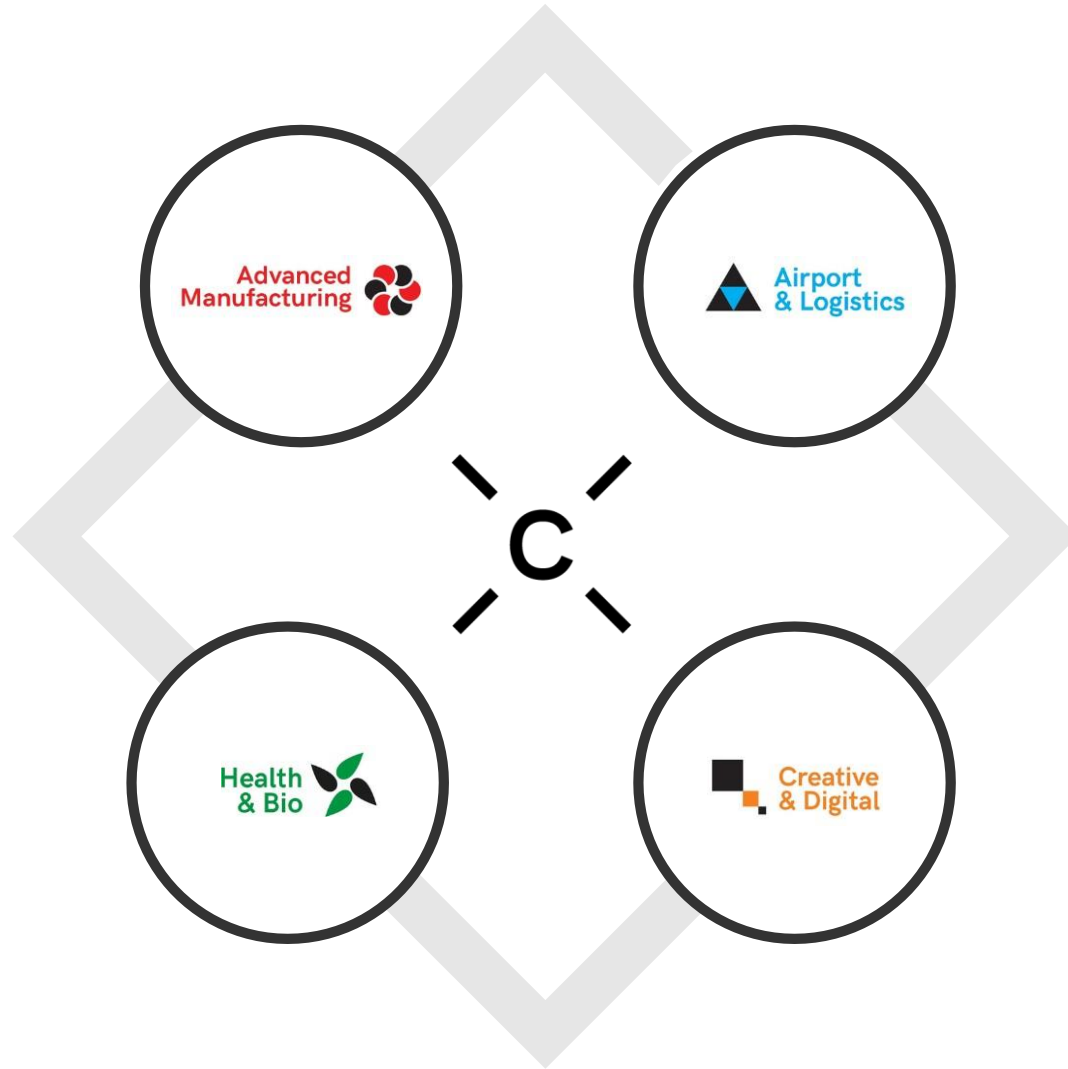
The paradox of Charleroi: a significant cycle of job creation and destruction



Note: job destruction is calculated as the net job creation in the production sector, including the impact of external job creation

Sources: ONSS, Hainaut Développement, AWEX, BSCA, Analyses BCG

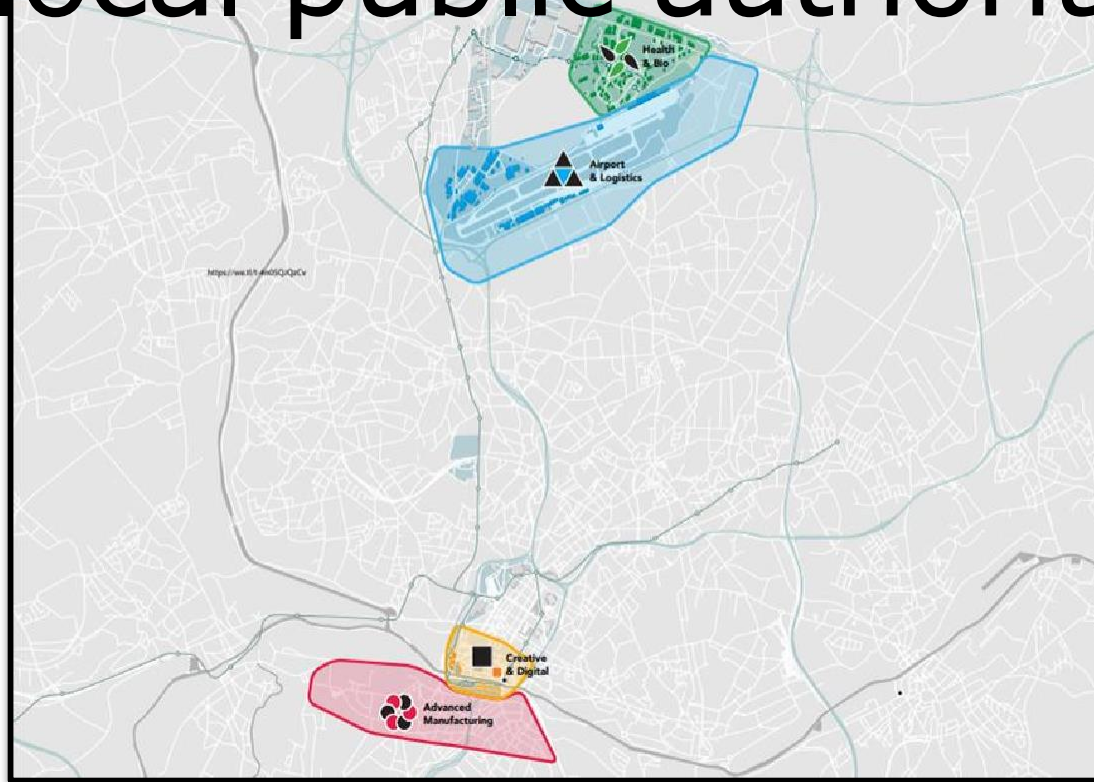
CATCH plan framework: a focus on 4 key sectors



Key figures

- Focus on 4 key sectors and 1 transversal sector (human capital)
- 15 projects among these 4 sectors
- These projects were identified through various analyses and more than 200 interviews with local economic actors

...each with a clear **geographical location** agreed upon jointly with local public authorities



Gosselies (North of Charleroi)

- **Airport & Logistics**
- **Health & Bio**

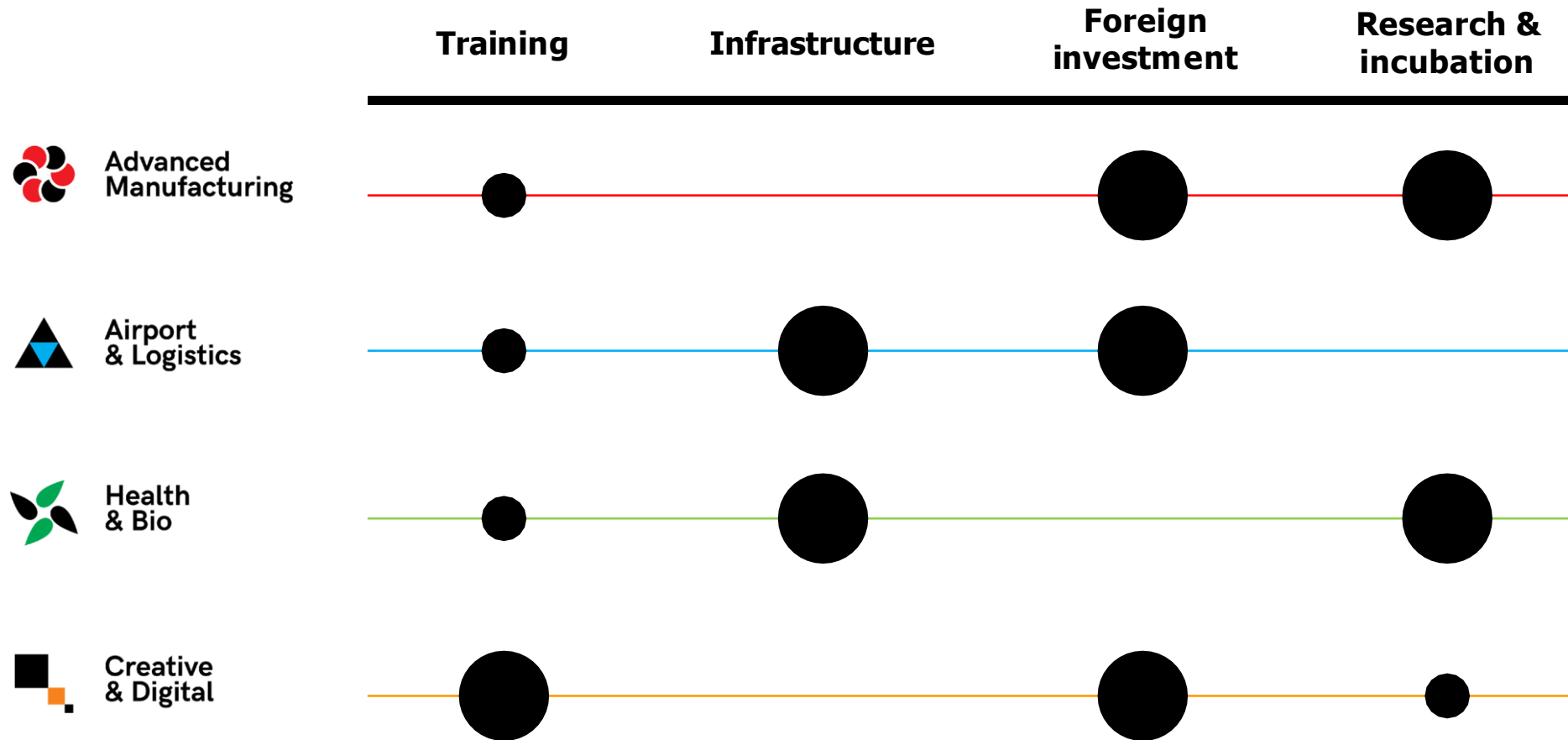
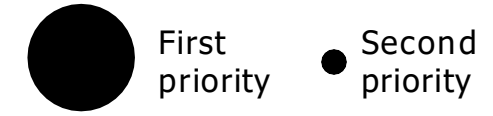
City Center - Uptown

- **General entrepreneurship**
- **Liberal professions**

City Center - Downtown

- **LEFT BANK: Creative & Digital**
- **RIGHT BANK: Advanced Manufacturing**

CAIOT plan. 4 levels to strengthen sectoral ecosystems





CATALYSTS FOR CHARLEROI

**RAPPORT
DU GROUPE
D'EXPERTS
-
SEPTEMBRE
2017**

**ACCÉLÉRER
LA CROISSANCE
DE L'EMPLOI
DANS LA RÉGION
DE CHARLEROI**



Advanced
Manufacturing

A6K (Atelier 6000)

A multidisciplinary centre to innovate in areas such as energy, communication and embedded systems or operational transformation towards industry 4.0

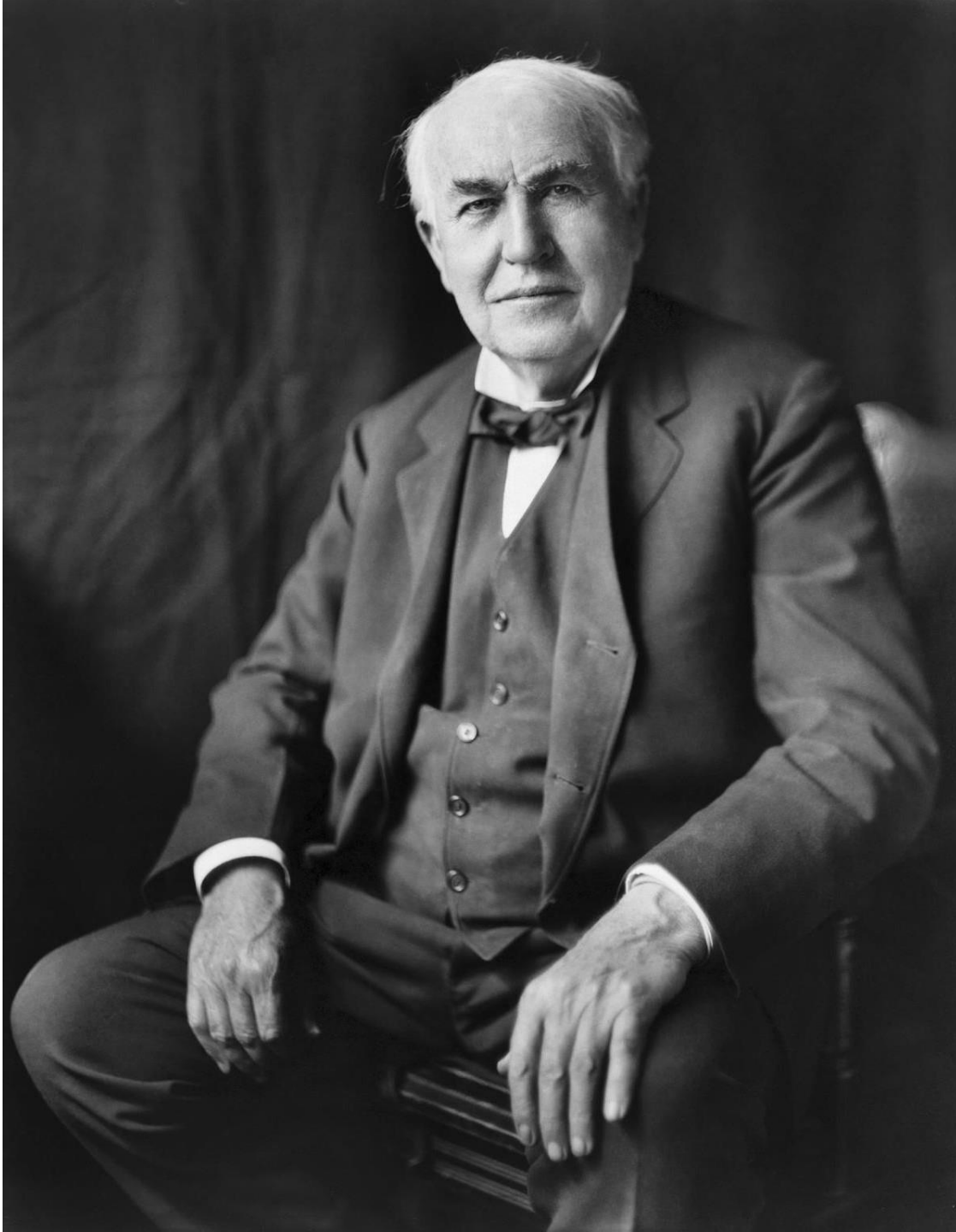
Opened in September 2019 : www.a6k.be



**Digital Wallonia - Sambrinvest - SNCB - Ville de Charleroi
Agoria - Cetic - Cenaero - Mecatech - Sirris - TechnoCampus - WSL**



'BioPark Immo' – Real estate project to enable the Biopark to double its capacity through a budget allocation under the Walloon Investment Plan



*“Vision
without
executio
n is just
hallucinat
ion”*

– Thomas Edison

Creation of a Delivery Unit: a team in charge of implementing the projects of the plan for a period of 3 years



Core Catalysts



**MARGAUX
BALERIAUX**

→ Experience: Digital communication manager for the startups **Kazidomi** and **Dramapassion**

→ Master's degree in translation from **ISTI (ULB)**



**THOMAS
DERMINE**

→ Experience: Start-Up at **Kamet Ventures**, Consultant at **McKinsey**

→ Master's degree from Solvay (ULB) and **Harvard Kennedy School**



**DENIS
CARIAT**

→ Experience: application developer at **ING** after a first experience at **Deloitte**

→ Master's degree in Business Engineering from **UCL**



**ABD-SAMAD
HABBACHI**



Advanced Manufacturing

→ Experience: Chain Performance Manager at **Caterpillar** (EMEA region)

→ **17 years** of experience at Caterpillar



**AMAURY
CAPRASSE**



Airport & Logistics

→ Experience: Advisor to the **Minister-President of Wallonia**, consultant at **McKinsey**

→ Master's degree in Engineering from **Ecole Centrale (Paris)** and Polytechnique (**ULB**)



**AUGUSTIN
COPPÉE**



Health & Bio

→ Experience: Advisor to the **Federal Minister of Health** after a first experience at the **Food & Drug Admin. (FDA)**

→ Master's degree in Health Care Mgt. of **Bocconi (Milan)**



**THOMAS
THEWISSEN**

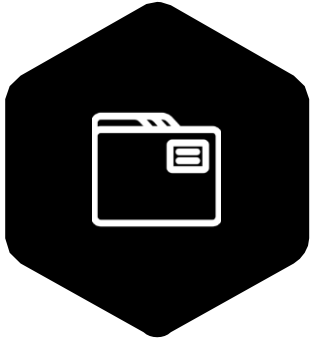


Creative & Digital

→ Expérience: Marketing Manager at **Uber** and **Vente-Privée** after a first experience as consultant at **Oliver Wyman**

→ Master's degree in Business Engineering from **Solvay (ULB)**

5 operating principles of the Delivery Unit



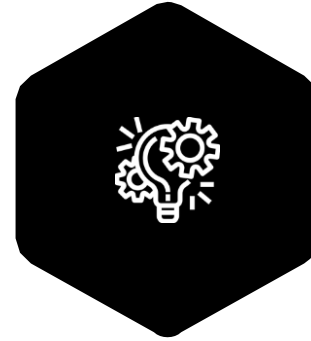
Limited term
of office (3
years) and
non-
renewable



Recruitment
and
operational
autonomy



Massive multi-
partner
dynamics

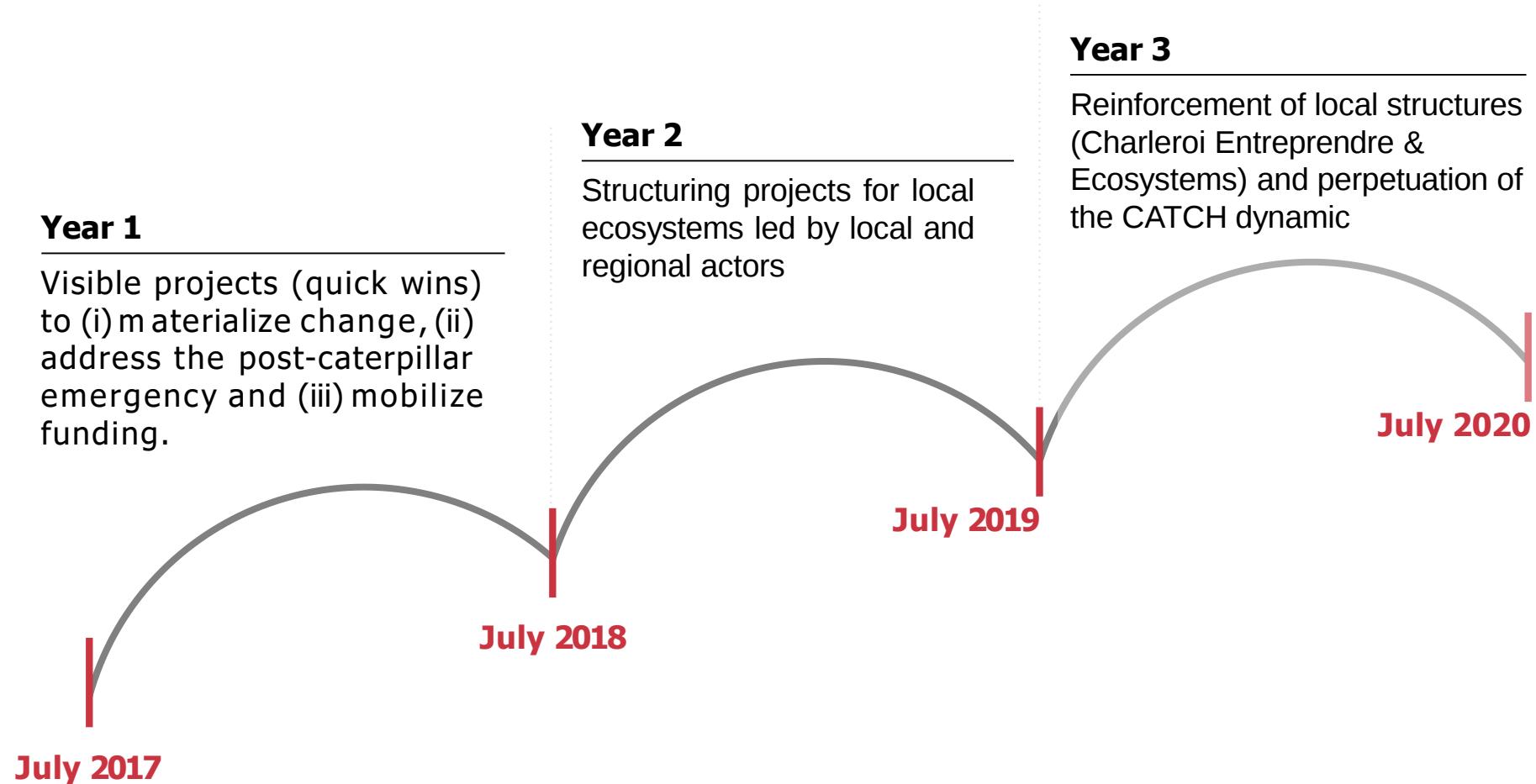


Strict project
management
approach



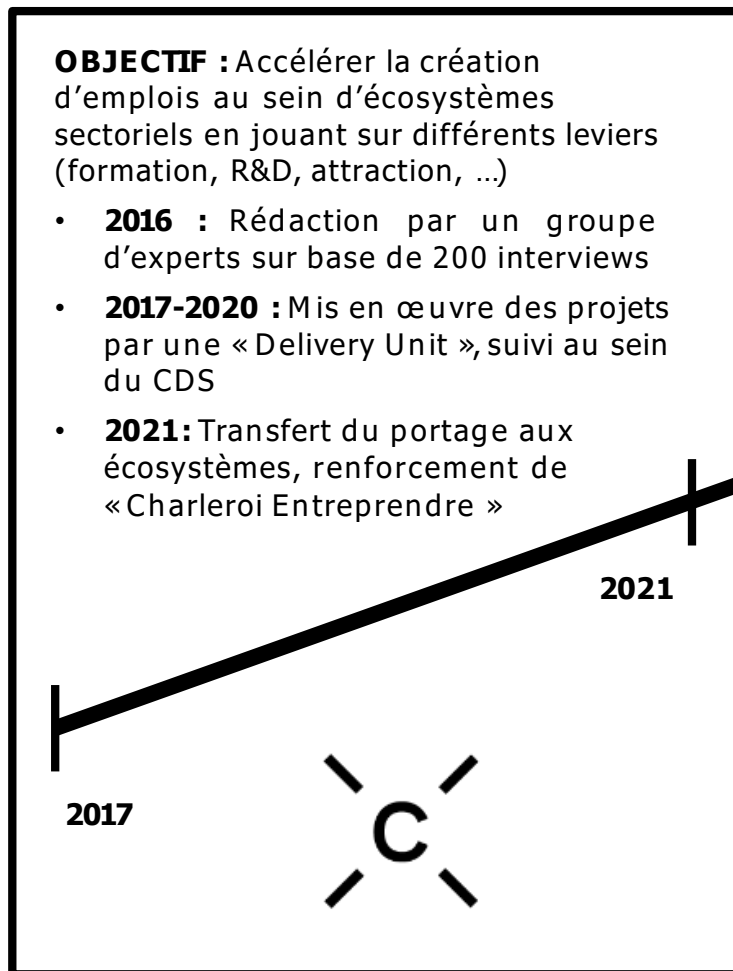
Transparency
on progress
and
challenges

Plan CATCH. Our action to accelerate the economic transformation in Charleroi

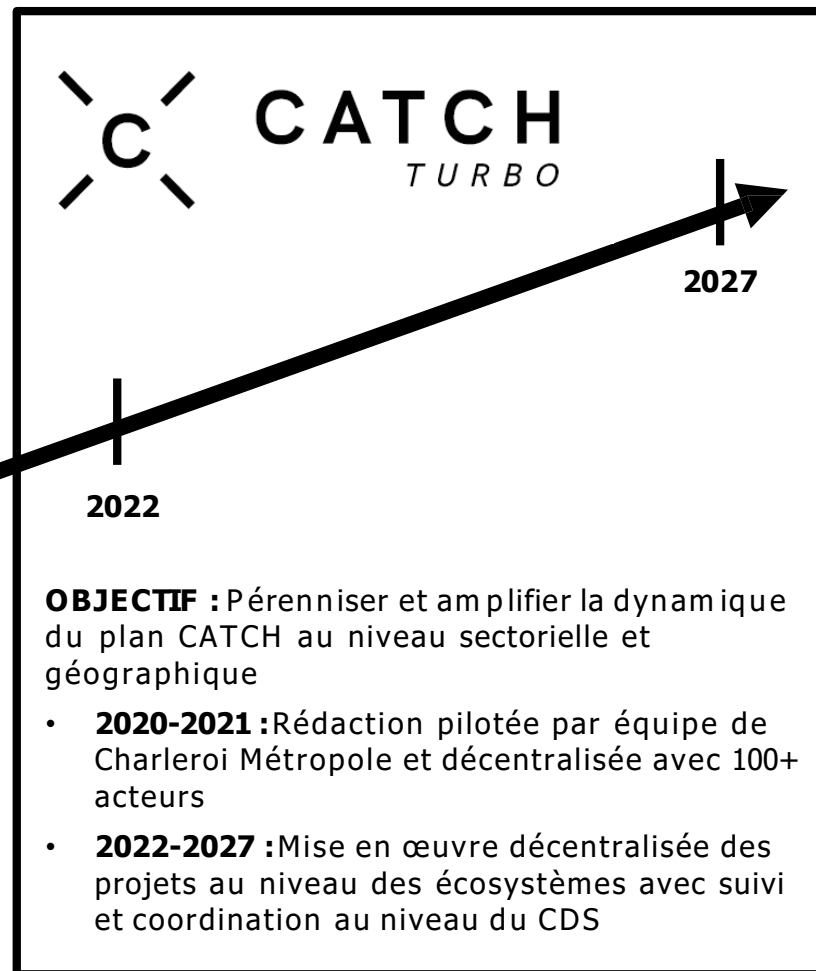


De « CATCH » à « CATCH Turbo » ...

Du plan CATCH (2017 > 2021) ...



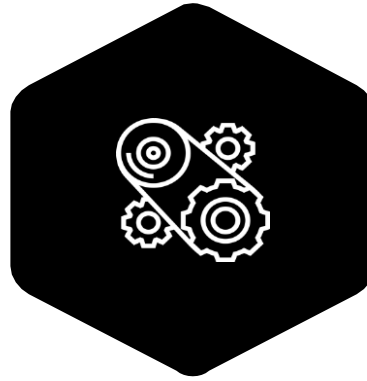
...au plan CATCH Turbo (2021 > 2027)



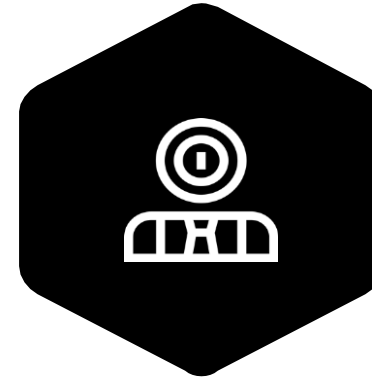
Ways to transpose our local experience



Use the sense of **urgency** to define a **long-term vision** and generate a **collective dynamic** for change



Identify **concrete projects** (not just reforms) and set up **transversal implementation mechanisms** using the **Deliverology approach**



Massively invest in **human capital formation**, the mother of all battles in Wallonia given the evolution of technologies and the labour market change

THANK YOU!



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