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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



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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 (Gosselies)

The collage includes several news articles and a map of Europe highlighting major corporate closures since 1997.

CAT ACLYSME

Thyssen : « Il serait temps d'évaluer le Pacte de stabilité »

Un séisme social dans la région de Charleroi

Caterpillar sacrifie son usine de Gosselies

LA FAUTE À L'EUROPE ?

Les grosses fermetures d'entreprise depuis 1997

Entreprise	Lieu	Date	Nombre de travailleurs licenciés
Renault Vilvorde	(28 février 1997)	3 152	
Opel Anvers	(22 janvier 2010)	2 600	
Ford Genk	(24 octobre 2012)	6 012	
Volkswagen Forest	(22 novembre 2006)	4 000*	
Les Forges de Clabecq	(1 janvier 1997)	1 800	
Sabena	(7 novembre 2001)	10 000	
Dufurco La Louvière	(24 mars 2013)	800	
Caterpillar Gosselies	(2 septembre 2016)	2 200	
Arcelor Mittal Liège	(24 janvier 2013)	1 300	
Arcelor Mittal Liège	Fermeture phase à chaud (2011)	500	

(* Ainsi reprendre l'usine et remboursera 3.000 personnes.)

3 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*)



SALK projects examples

T2- Campus



VDAB

SYNTRA
LIMBURG™

Energy Ville



KU LEUVEN

vito

UHASSELT

Corda Campus

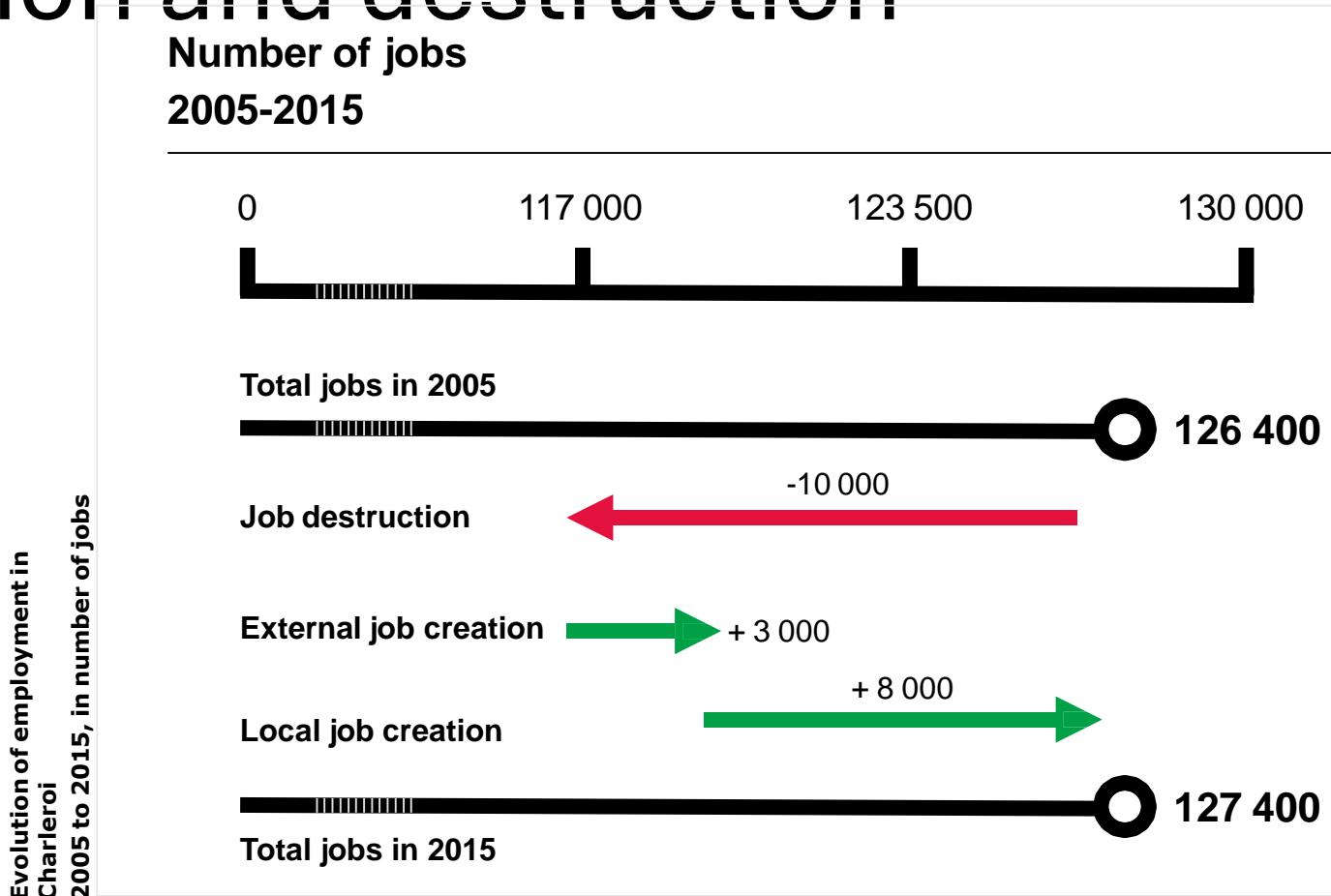


imec

UHASSELT

Microsoft
Innovation Center

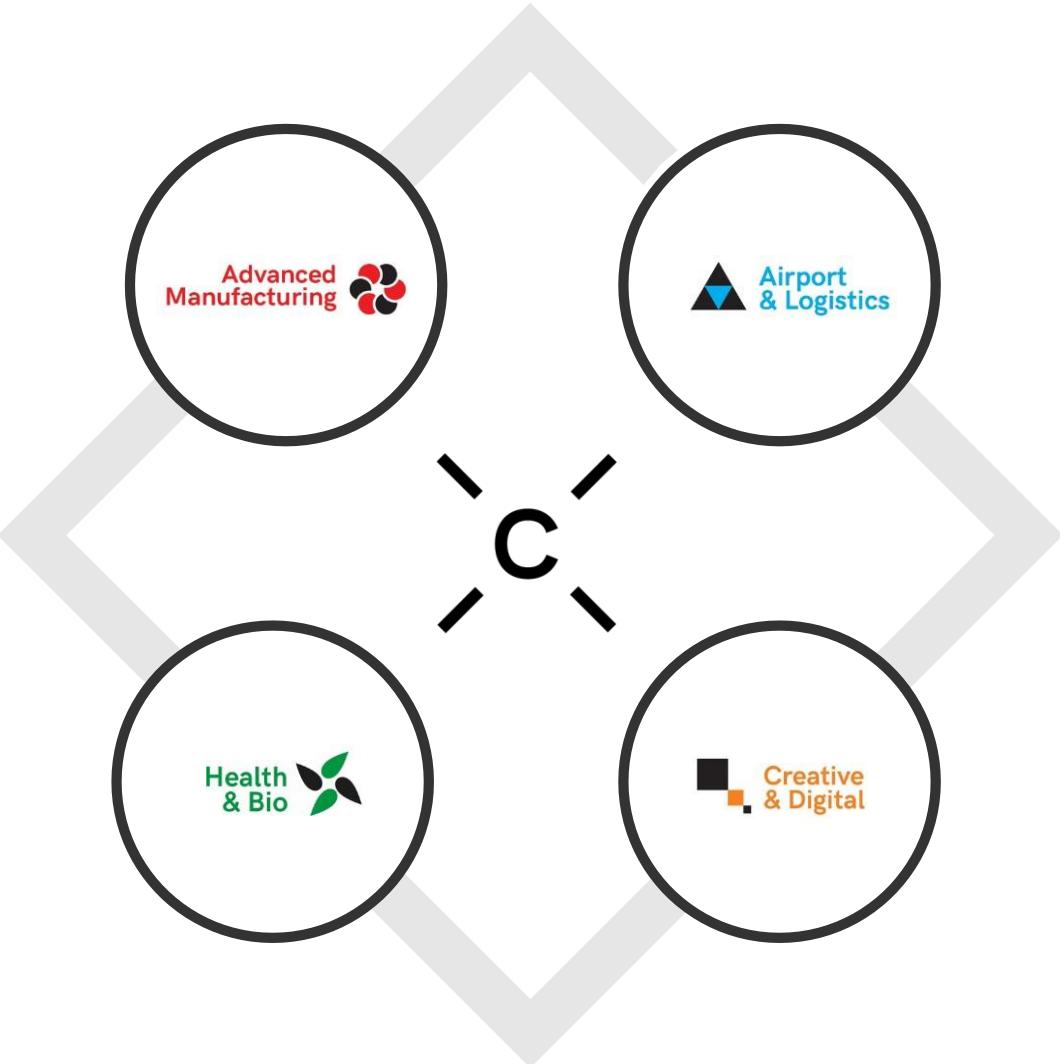
The paradox of Charleroi: a significant cycle of job creation and destruction



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

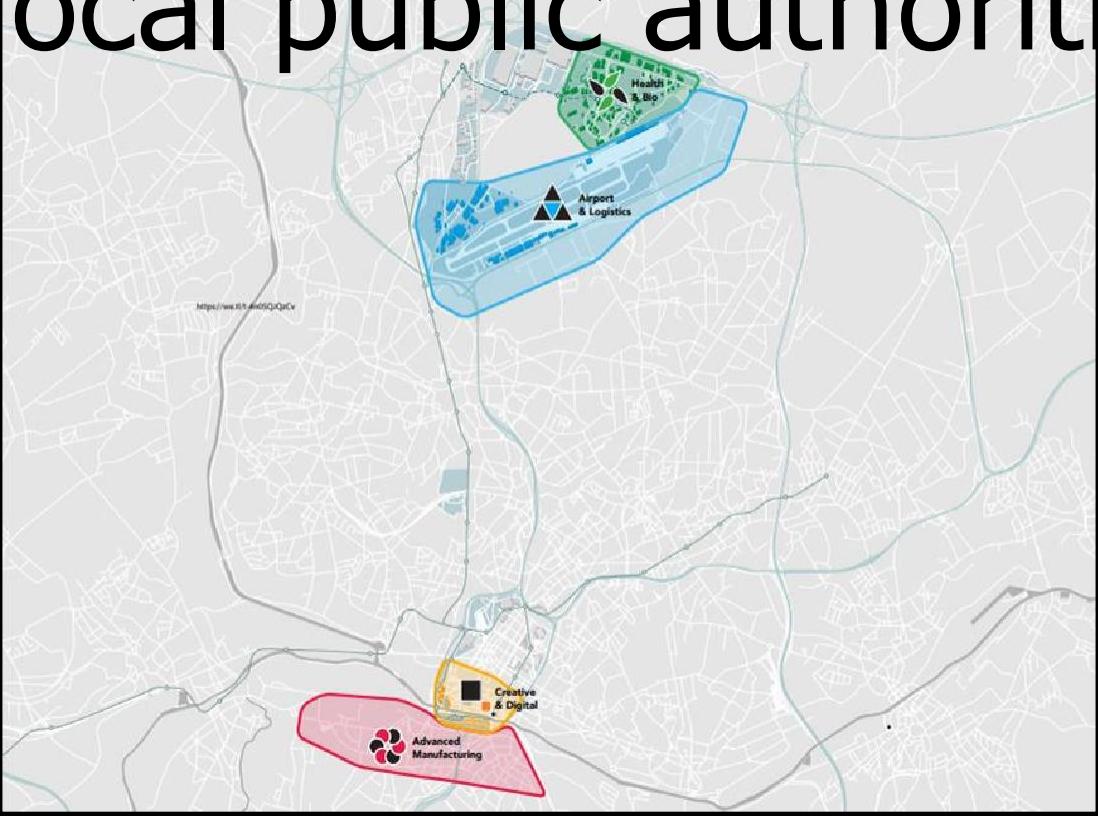
CATCH plan framework: a focus on 4 key sectors



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

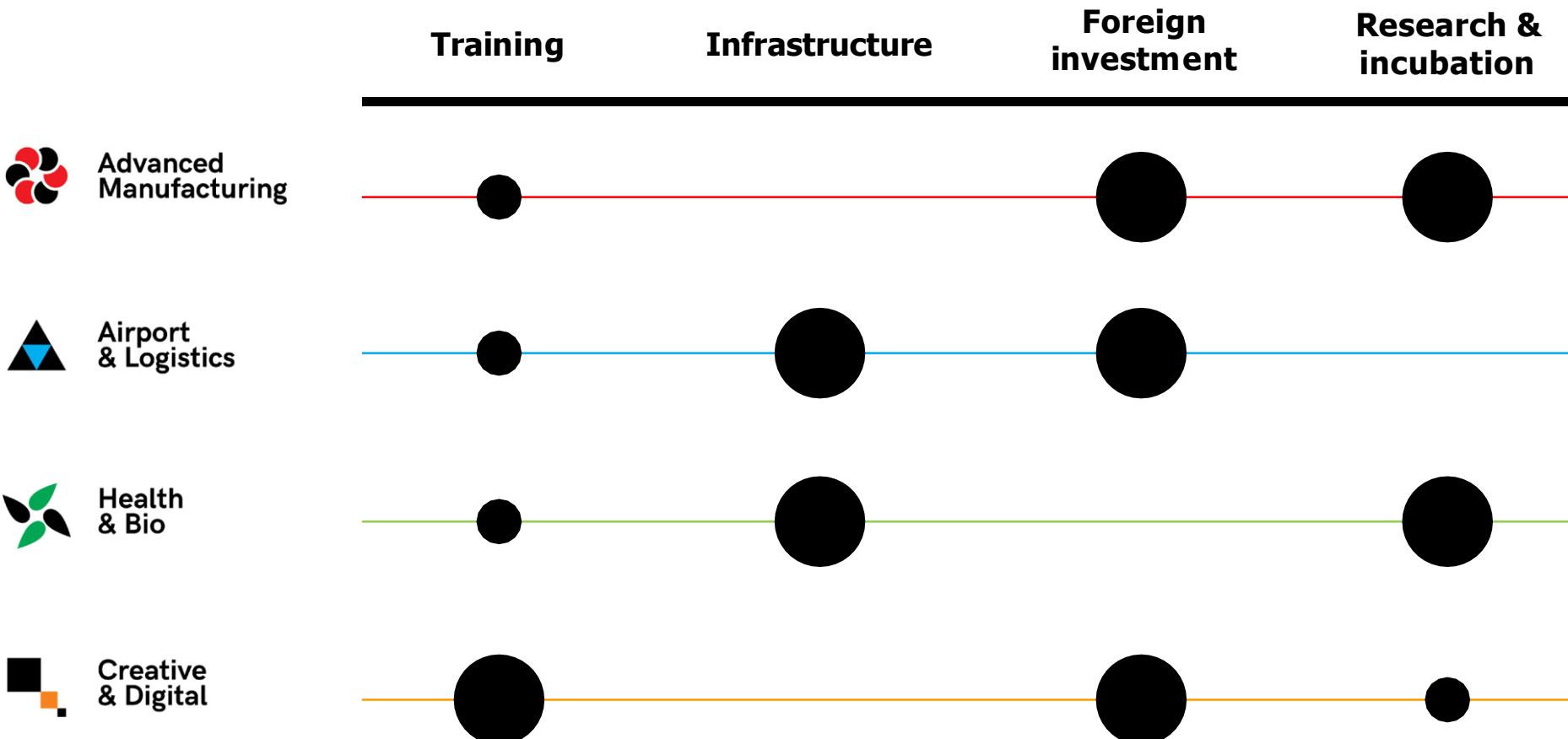
- **General entrepreneurship**
- **Liberal professions**

City Center - Downtown

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

SDG10 plan: 4 levers to strengthen sectoral ecosystems

● First priority
• Second priority





CATCH

CATALYSTS
FOR
CHARLEROI

RAPPORT
DU GROUPE
D'EXPERTS
-
SEPTEMBRE
2017

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



Advanced
Manufacturing

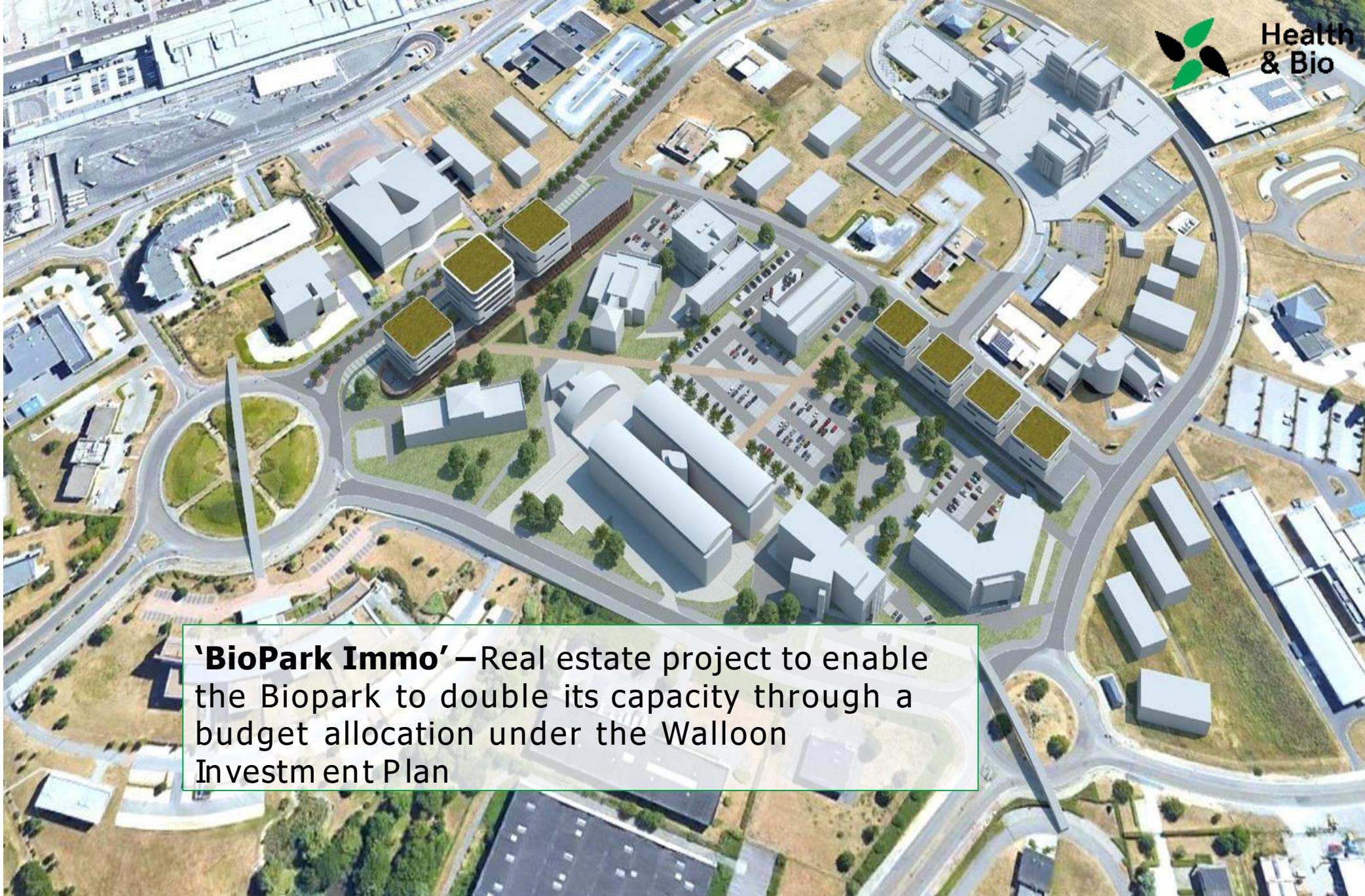
A-6K (Atelier 6000)

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

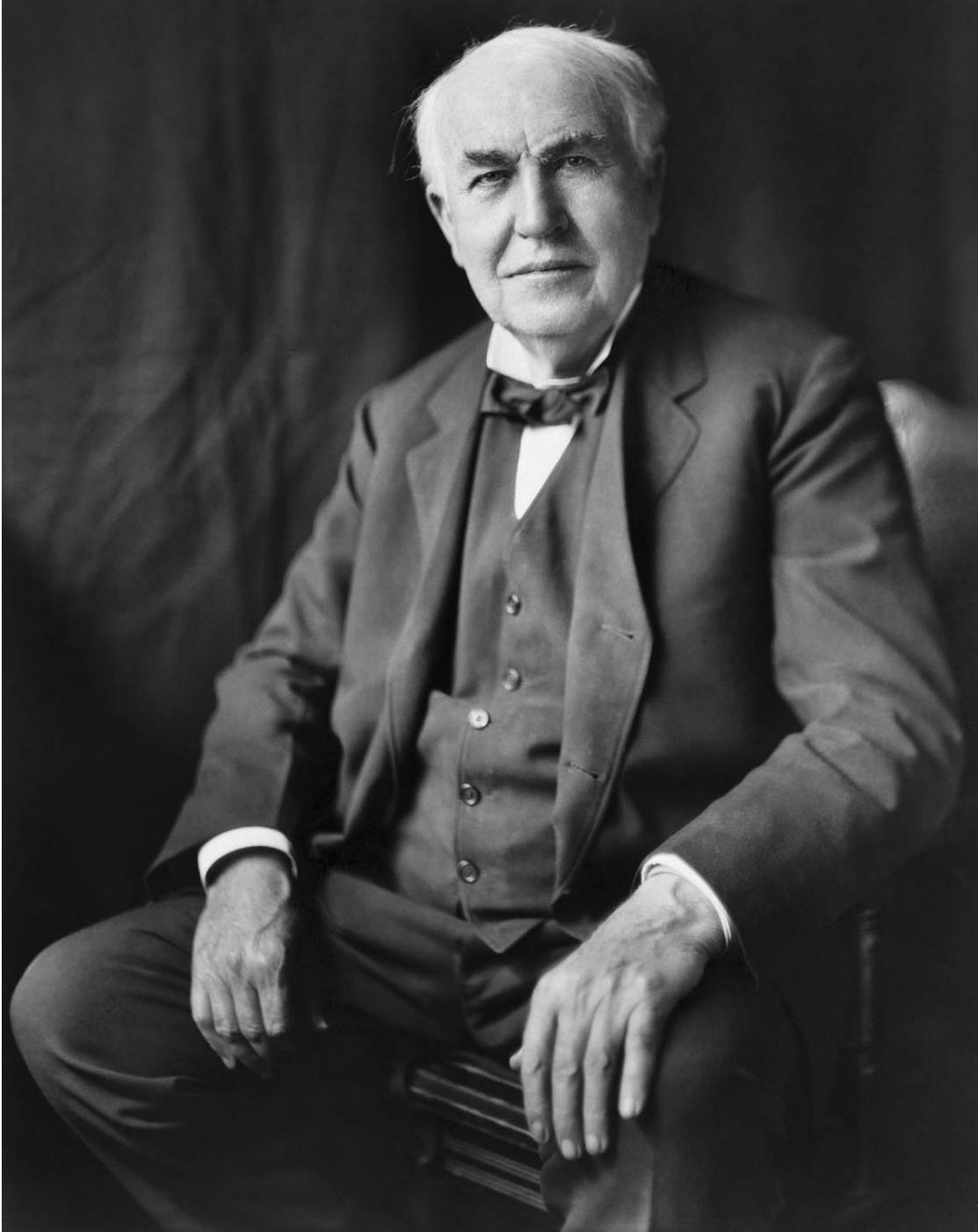
Opened in September 2019 : www.a6k.be



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”*

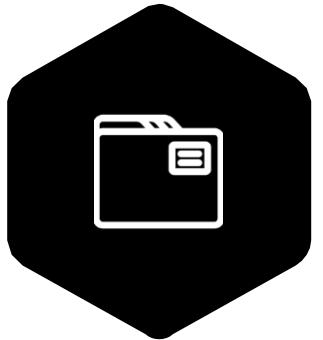
—Thomas Edison

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

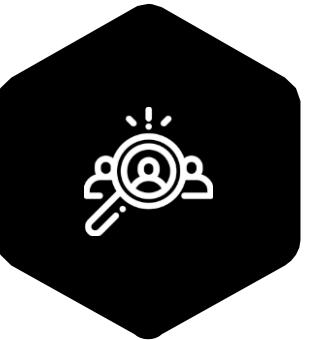
	MARGAUX BALERIAUX	THOMAS DERMINÉ	DENIS CARIAT
	<ul style="list-style-type: none">→ Experience: Digital communication manager for the startups Kazidomi and Dramapassion→ Master's degree in translation from ISTI (ULB)	<ul style="list-style-type: none">→ Experience: Start-Up at Kamet Ventures, Consultant at McKinsey→ Master's degree from Solvay (ULB) and Harvard Kennedy School	<ul style="list-style-type: none">→ Experience: application developer at ING after a first experience at Deloitte→ Master's degree in Business Engineering from UCL

	 Advanced Manufacturing		 Airport & Logistics
ABD-SAMAD HABBACHI	<ul style="list-style-type: none">→ Experience: Chain Performance Manager at Caterpillar (EMEA region)→ 17 years of experience at Caterpillar	AMAURY CAPRASSE	<ul style="list-style-type: none">→ Experience: Advisor to the Minister-President of Wallonia, consultant at McKinsey→ Master's degree in Engineering from Ecole Centrale (Paris) and Polytechnique (ULB)
	 Health & Bio		 Creative & Digital
AUGUSTIN COPPÉE	<ul style="list-style-type: none">→ 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	<ul style="list-style-type: none">→ 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

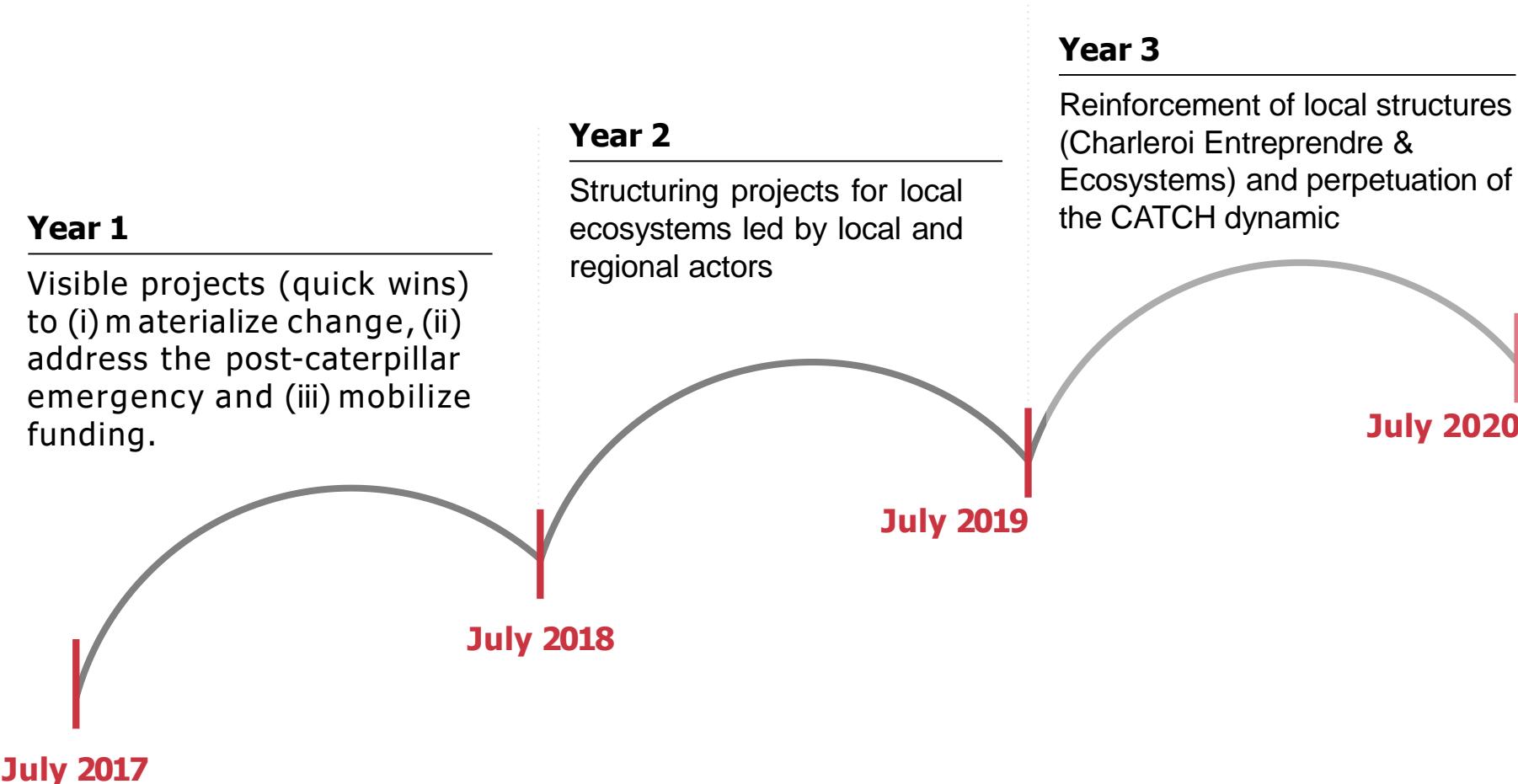


Strict project management approach



Transparency on progress and challenges

TRANSITION. Our action to accelerate the economic transformation in Charleroi



De « CATCH » à « CATCH Turbo » ...

Du plan CATCH (2017 > 2021) ...

OBJECTIF : Accélérer la création d'emplois au sein d'écosystèmes sectoriels en jouant sur différents leviers (formation, R&D, attraction, ...)

- **2016 :** Rédaction par un groupe d'experts sur base de 200 interviews
- **2017-2020 :** Mis en œuvre des projets par une « Delivery Unit », suivi au sein du CDS
- **2021:** Transfert du portage aux écosystèmes, renforcement de « Charleroi Entreprendre »

2021



2017

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



CATCH
T U R B O

2027

2022

OBJECTIF : Pérenniser et amplifier la dynamique du plan CATCH au niveau sectoriel et géographique

- **2020-2021 :** Rédaction pilotée par équipe de Charleroi Métropole et décentralisée avec 100+ acteurs
- **2022-2027 :** Mise en œuvre décentralisée des projets au niveau des écosystèmes avec suivi et coordination au niveau du CDS

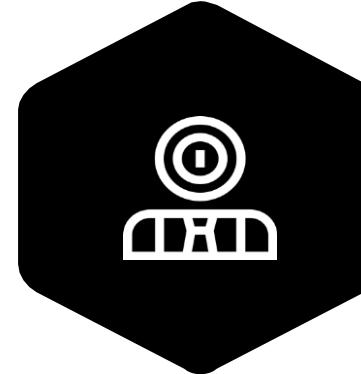
Ways to transpose our local experience



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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