



**Innovation should be played
as a **team****



BRIDGING THE GAP BETWEEN HIGHER EDUCATION AND THE NEEDS & EXPECTATIONS OF SOCIETY

*In 2016, 80% of the economy came from technologies...
unknown 10 years ago...*

and 50+% of the jobs profiles were not identified... 15 years ago

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- An aerial night view of a city, showing a dense grid of buildings and streets illuminated by warm yellow and orange lights. The perspective is from a high angle, looking down on the city's layout. The lights create a vibrant, glowing pattern across the urban landscape.
- ✓ Bridging this gap is today a significant part of our mission
 - ✓ Companies need assistance (less and less large corporate labs)
 - ✓ Governments are encouraging and assisting these partnerships
 - ✓ It can be seen as well as a threat or as a huge opportunity

Lessons we learnt

- ✓ Today, real world cannot be limited to the manufacturing plant, seen as an extension of the laboratory
- ✓ Reality is complex, especially in terms of technology composition
- ✓ Anticipation and open dialogue are dramatically required

What I have derived from my own experience

- ✓ Powerful levers of competitiveness are close at hand, activable through new pathways of collaboration
- ✓ R&D *partners* should be positioned at the core of the innovation process
- ✓ Innovation should keep contact with reality (market / partners)
- ✓ Transversal leveraging of experts community must be sought
- ✓ The way to approach IPR/patents issues should not be overlooked

**Enterprises need catalysts
to reinforce their
competitiveness**

**The Clusters are the places
where things happen**

Only, an open vision of this *ecosystem* is relevant

- ✓ As “coopetition” between enterprises has become crucial, regardless of their sizes
- ✓ Collaboration between academic institutions and enterprises is a MUST
- ✓ ...even if the time constants and the nature of activities significantly differ

It means something new. The boundaries of an enterprise are getting permeable and adaptive.

Interests and performances are now entangled

Key stakes for universities

- ✓ Make readable and more accessible skills and know-how of the university (esp. for SMEs)
- ✓ Better **screening** and **composition** of IP vs. users criteria
- ✓ Operate, in high growth sectors, **technical & economical intelligence** to enhance **pro-activity**
- ✓ Step from (improved) reactivity to pro-activity



Every stake-holder must win!