



Ecosystems

Scilla van Cuijlenborg
13 mei 2024

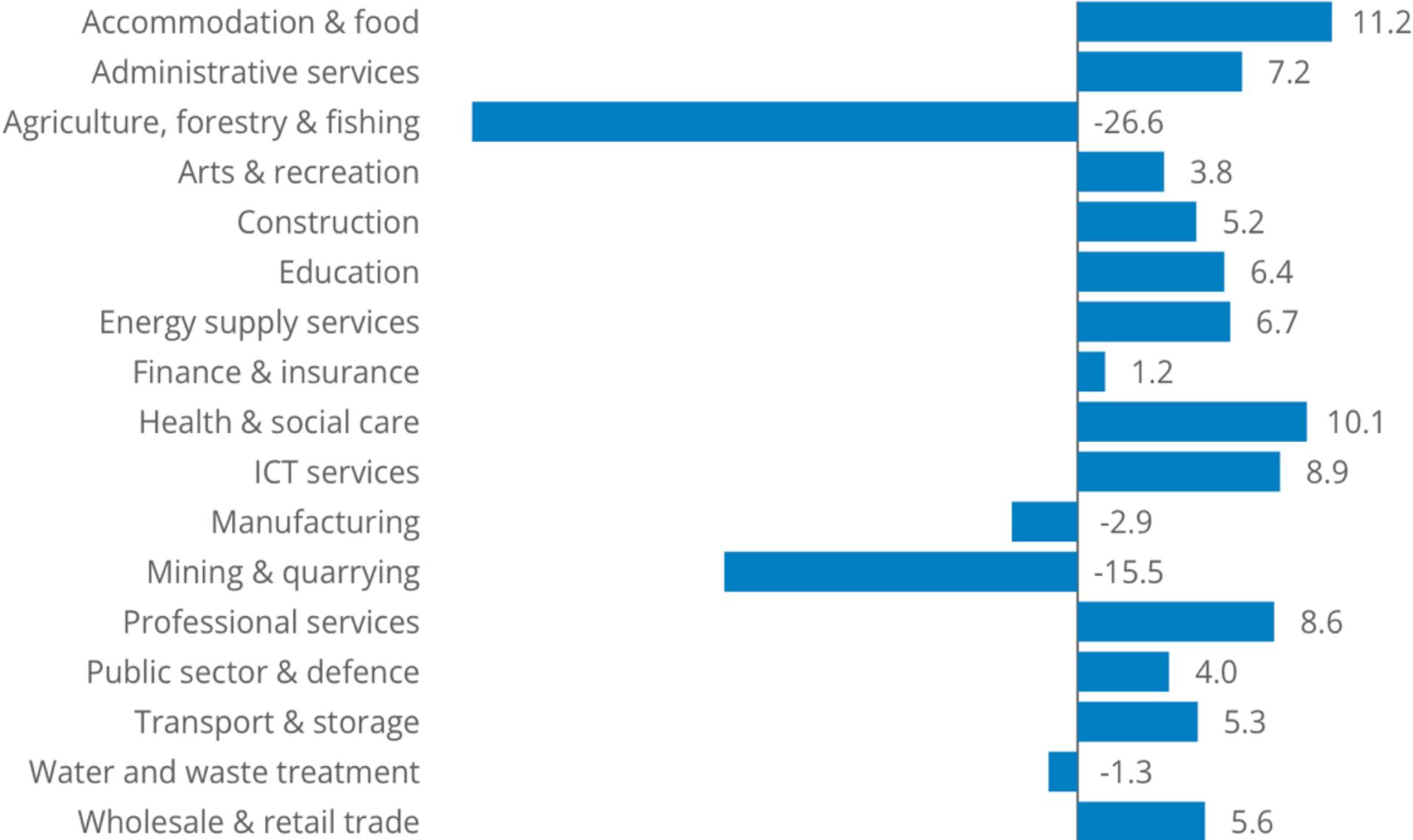
The world is changing

- **green** transition
- **digital** transition
- **sustainable** competitiveness
- **social fairness**
- **resilience**

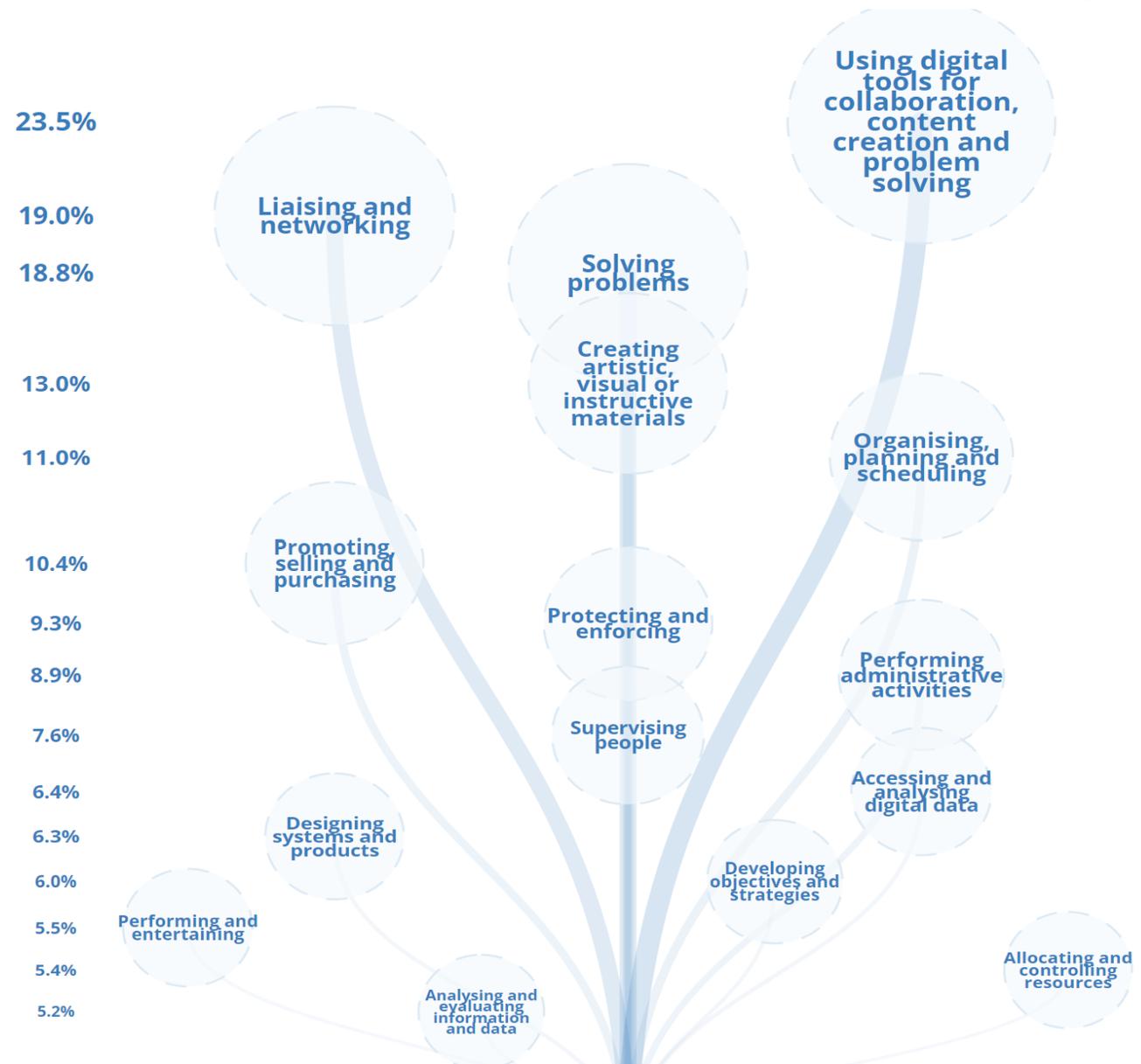


Europe: policy for **skills for jobs** needs context of **lifelong learning**

Future jobs (% change in 2020 – 2030 across sectors)



Most demand skills in online vacancies in NL (2022)



Ecosystems

Ecosystems (quadruple / quintuple)

Hotspots / Living Labs / Maker spaces (quadruple)

Focus on the Regio

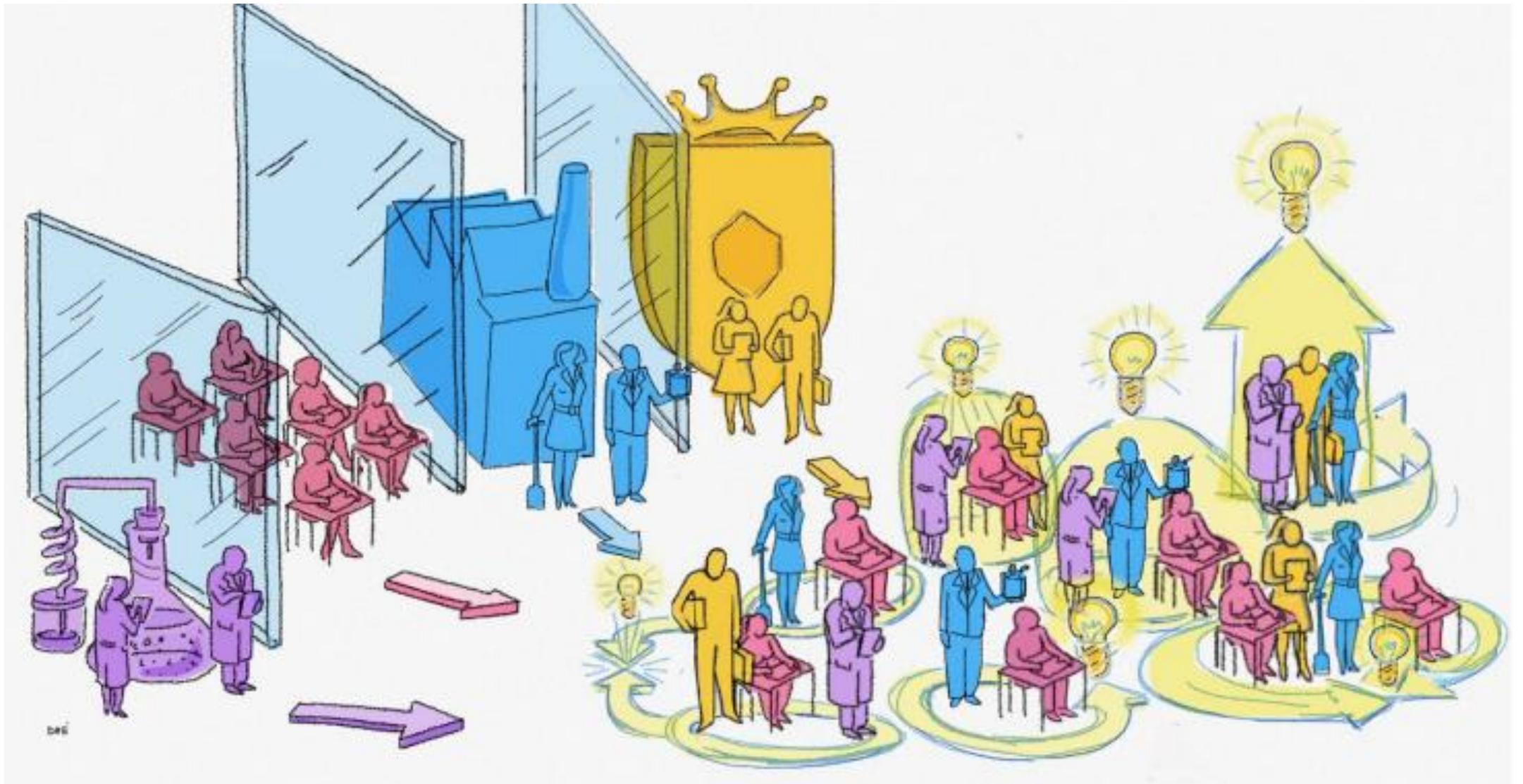
Urban ecosystems

Smart Partnerships

Interreg / crossborder ecosystems

Learning Communities

Driving development and use LLL-solutions



Ecosystems - Innovation

• **Closed innovation**

- Dependency
- Subcontracting
- Solo
- Linear
- Linear subcontracts
- Planning
- Control
- Win-lose game
- Box thinking
- Single entity
- Value chain

Open innovation

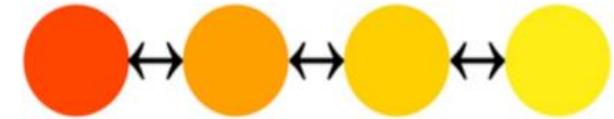
Independency
Cross-licensing
Cluster
Linear, leaking
Triple Helix
Validation, pilots
Management
Win-win game
Out of the Box
Single Discipline
Value network

Open innovation 2.0

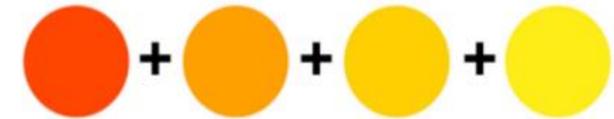
Interdependency
Cross-fertilisation
Ecosystem
Mash-up
Quadruple Helix
Experimentation
Orchestration
Win more-Win more
No Boxes!
Interdisciplinary
Value constellation



Trans-Disciplinary - Higher Level Synthesis



Inter-Disciplinary - Interactive



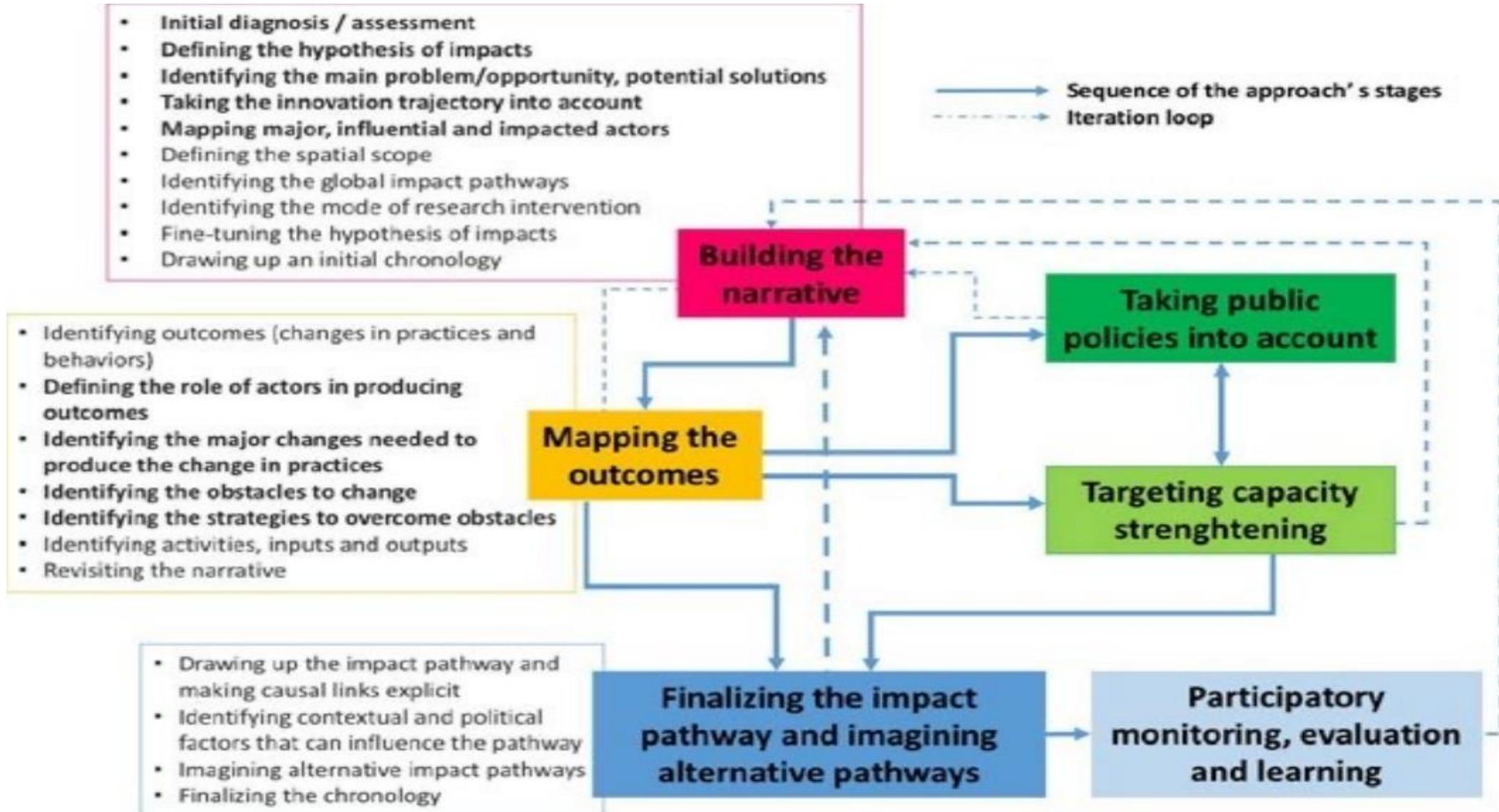
Multi-Disciplinary - Additive



Disciplinary - Silos



Ecosystems



THEORY OF CHANGE



Centres of Vocational Excellence



The initiative on [Centres of Vocational Excellence \(CoVEs\)](#) defines a **bottom-up approach** to excellence where VET-institutions rapidly adapt skills provision to societal and economic needs, supporting the green and digital transitions.

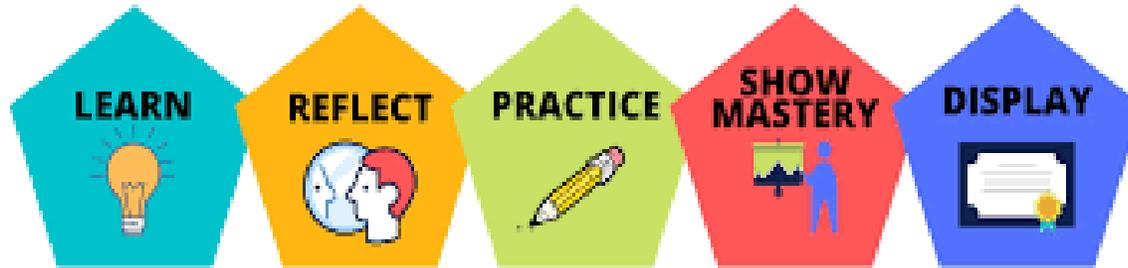
CoVEs bring together a wide range of **local, regional and national partners** from different countries, which together co-create “**skills ecosystems**” that contribute to regional development, innovation, industrial clusters, and smart specialisation strategies, as well as to social inclusion.



Recommendation Future of CoVE's from MBO Raad, Katapult en Practorates Foundation

- 1) Develop a strategy for public-private partnerships between VET providers and businesses to boost skills ecosystems across Europe
- 2) Facilitate the maturity of the Centres of Vocational Excellence beyond the initial project
- 3) Increase financing for the Centres of Vocational Excellence in Erasmus+ and create sustainable long-term investment pathways
- 4) Ensure a clear and equal role of VET (practice-based) research in the European Education & Research Areas
- 5) Create an open network for those interested in CoVE's and for all those who do not get their application approved.

Microcredentials



MICROCREDENTIALS

The Benefits of MICRO CREDENTIALS



IN-DEMAND

Micro credentials address specific skills that industries need.



STACKABLE

Micro credentials add up. Together, they can count toward a degree.



FAST

Micro credentials are short-term programs.

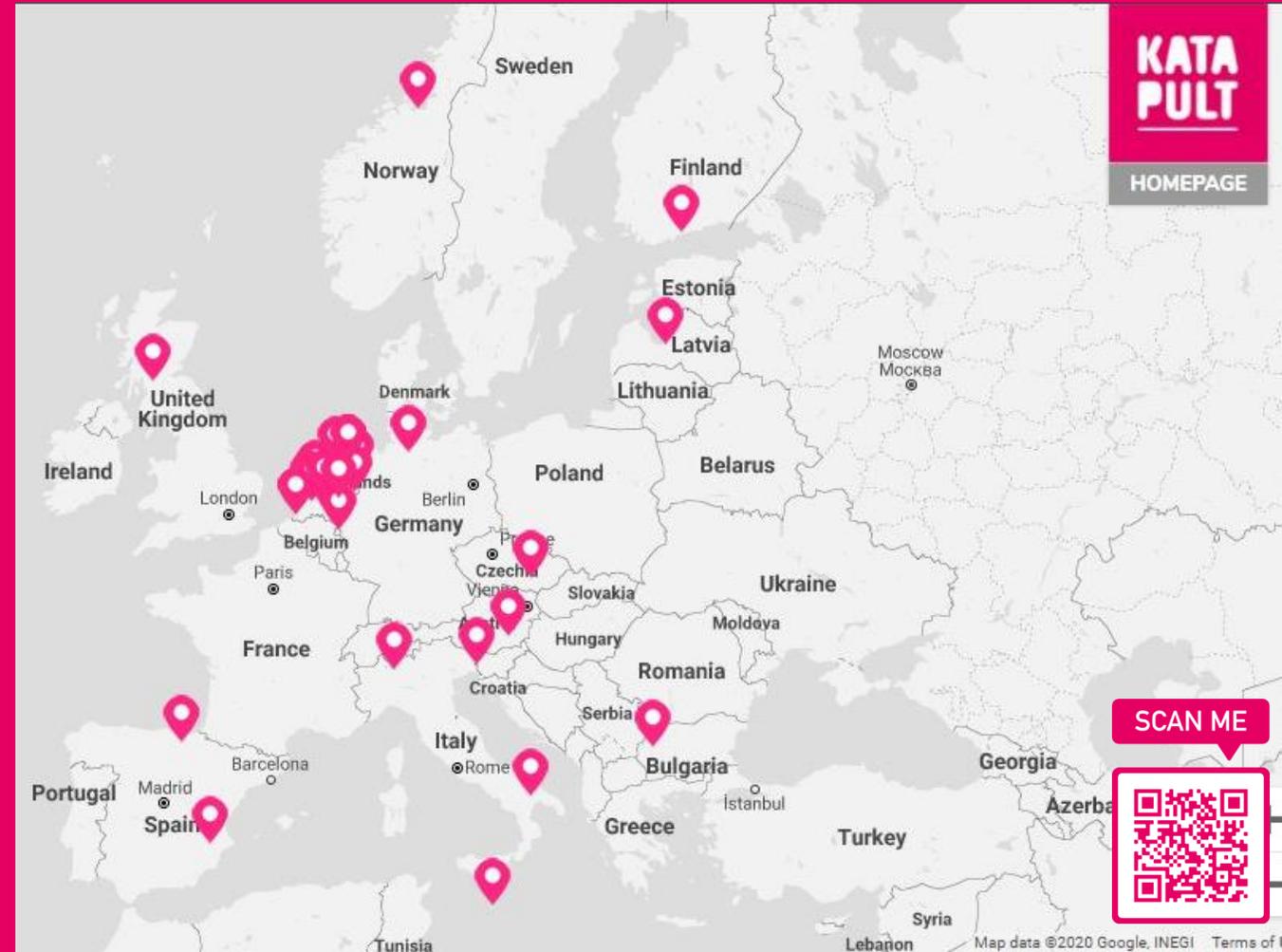


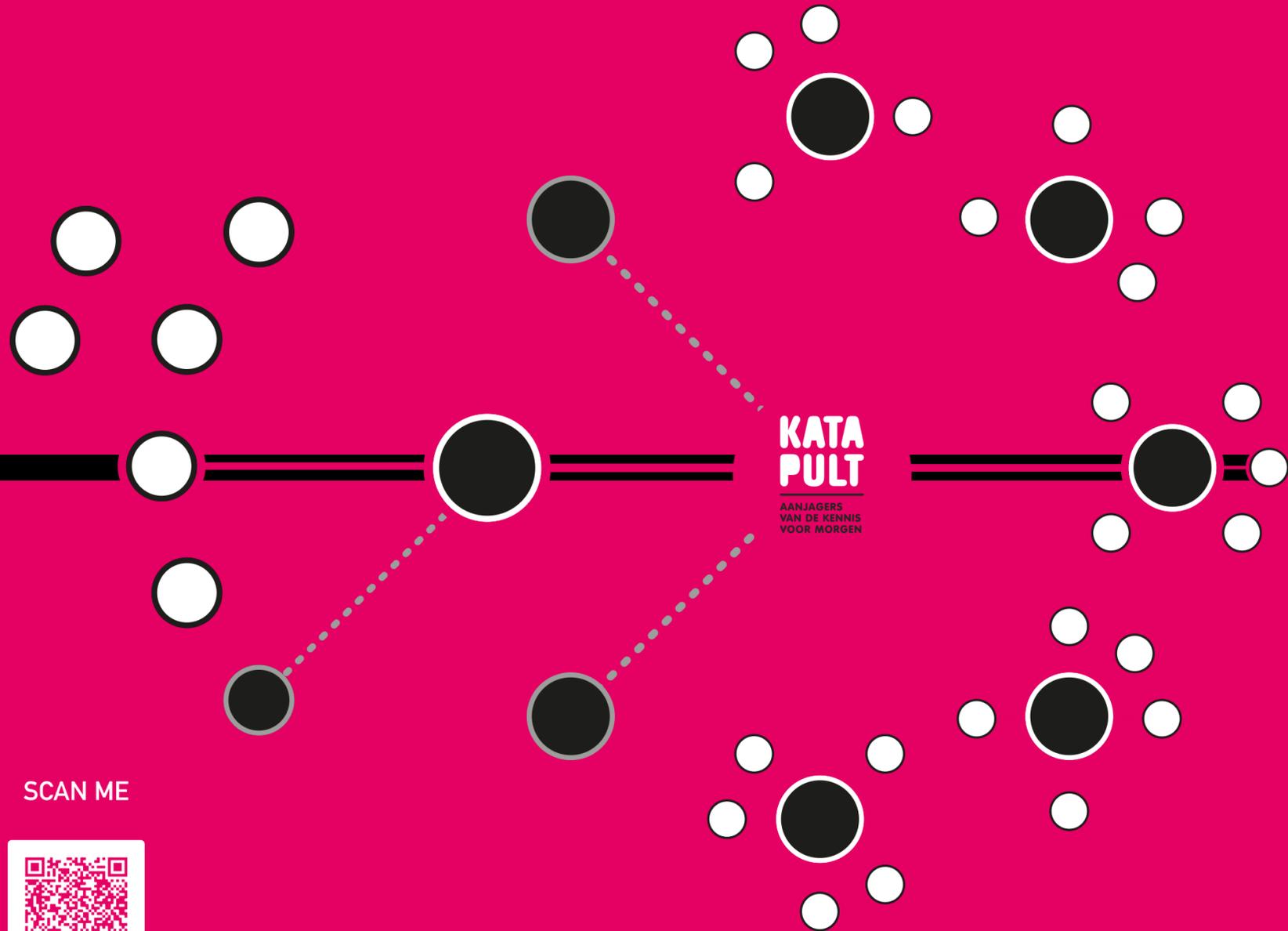
AFFORDABLE

They cost less because they are hyper-focused.

• KATAPULT NETWORK

- 450+ public private partnerships in VET and professional education in NL
- 10 years of not reinventing the wheel: sharing knowledge, best practices & lessons learned
- Open source learning community
- Spreading throughout Europe: Centers of Vocational Excellence
- Non-profit, funded by Dutch government
- Latest development: PPP Scale up National Growth Fund





•IMPACT

A typical partnership includes:

- 35 companies,
- 400-600 students
- 50 teachers

Throughout the network

- 12.000+ companies
- All VET schools and universities of applied science in NL
- 124.000+ students
- All sectors

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• BUILDING BLOCKS

**Applied
Research**

**Improving
Education**

**Context-rich
Infrastructure**

**Life Long
Learning**

**Network
Building**

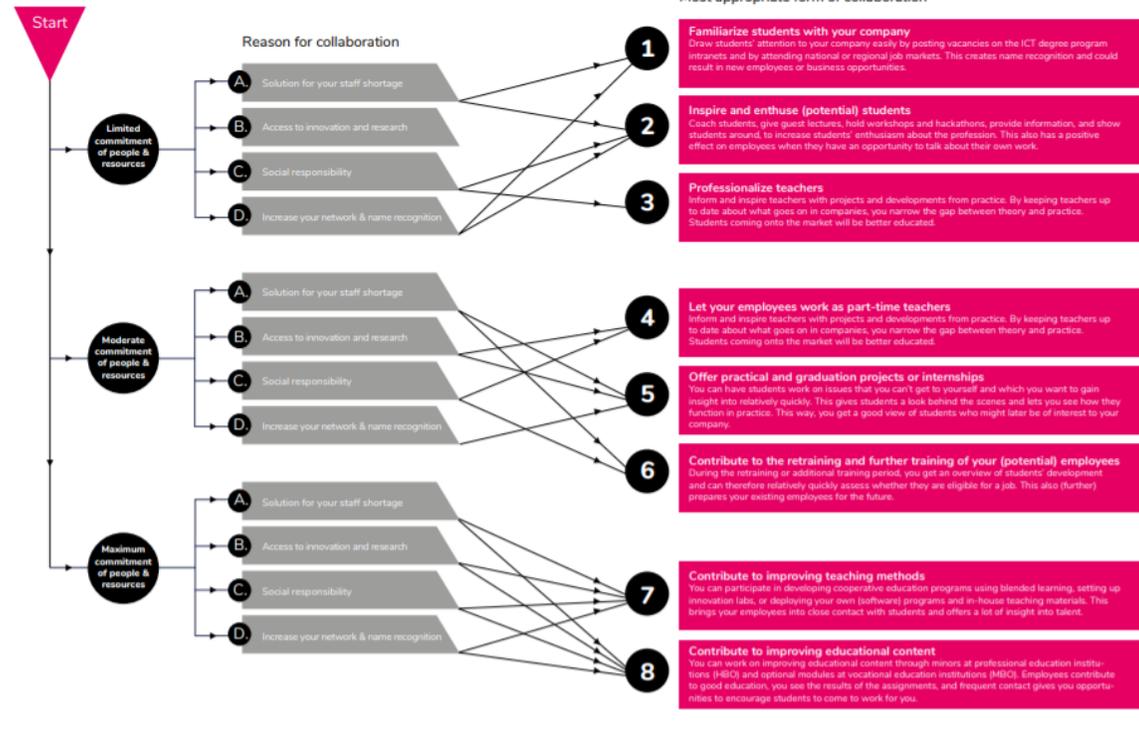
**Professional
Innovation**

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TOOLS & KNOWLEDGE

The decision tree



www.wearekatapult.eu
Handbook 'Connect'



The Worlds of Green

Curious how you can help to attract sufficient professionals to the green sector? Check out the Worlds of Green!

#Tool

23-02-2021

76 Views →



Peer Review

Want feedback from colleagues working on public private partnerships? Ask for a Peer Review!

#Tool

29-04-2020

44 Views →



Stakeholder Analysis

Curious about what your stakeholders want to gain from your partnership? Use the Stakeholder Analysis and find out.

#Tool

29-04-2020

33 Views →



Online Collaboration Toolkit

The right tools make online collaborations efficient, creative, and easy to manage.

#Tool

29-04-2020

33 Views →



Network Map

Looking for other Centers of Vocational Excellence? Use our Network Map.

#Tool

29-04-2020

23 Views →



Learning Communities Action Scan

Curious about your role in your learning community? Use the Action Scan.

#Tool

18-03-2020

27 Views →



Business Model Canvas

Ready to figure out how your public private cooperation creates added value and how to create more? Use the Business Model Canvas!

#Tool

29-04-2020

116 Views →

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How does it work

We are Katapult

- ▶ Katapult is a label of the Dutch STEM Platform, focusing on PPP in VET and higher VET
- ▶ Network or community supported by an office of stimulators
- ▶ Project based organization
- ▶ Grass root level, bottom up and needs based
- ▶ Participation in network is voluntary and for free
- ▶ Knowledge program for multiple programs → PPP in common

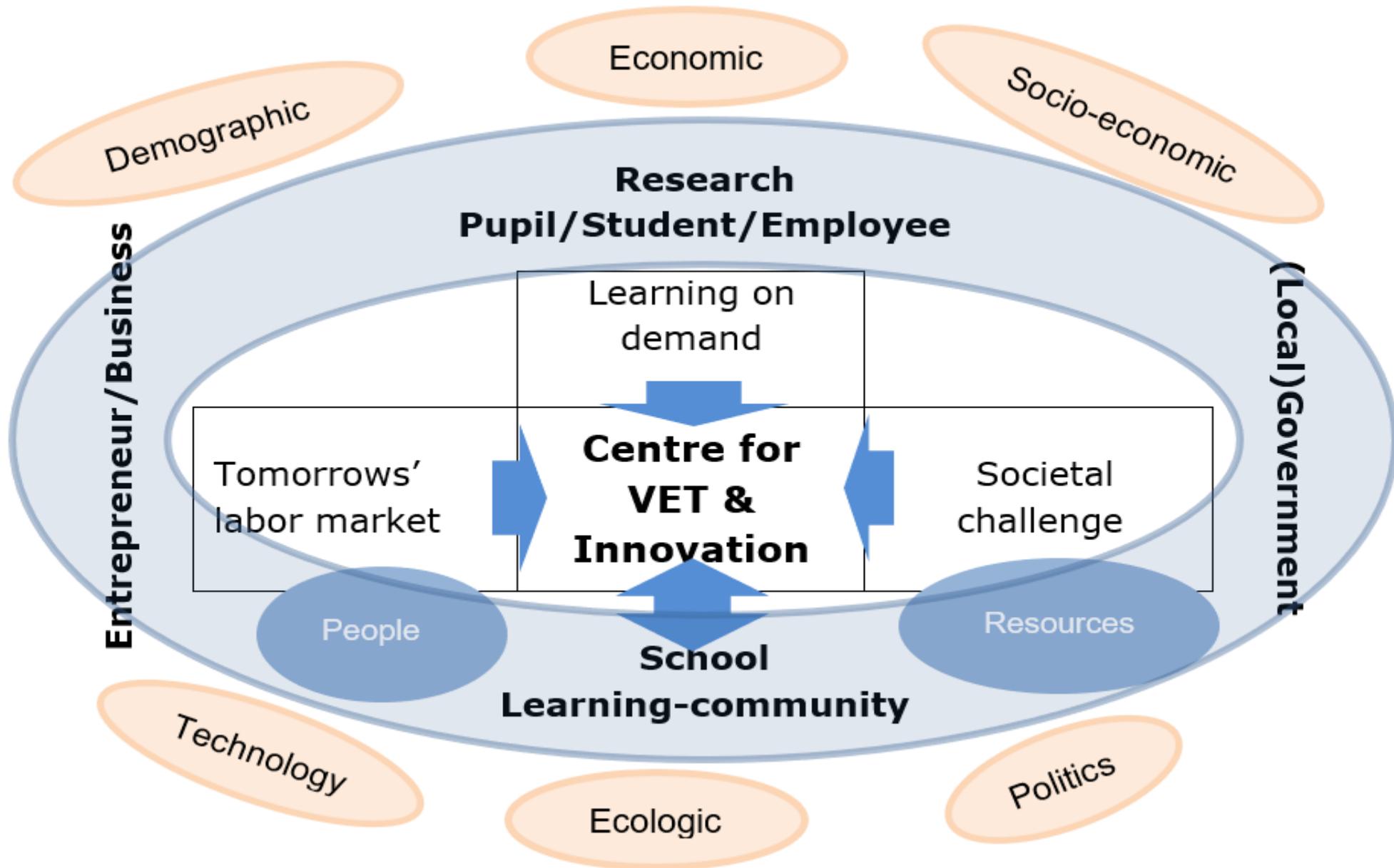
What do we do?

- ▶ Connect and inspire public private partnerships
- ▶ Meetings
- ▶ Study trips
- ▶ Share best practices and working models
- ▶ Peer review
- ▶ Training for project leaders or policy makers
- ▶ Impact study

Where can I read more?

- ▶ www.wearekatapult.eu
- ▶ www.copcovers.eu





Recap....

INNOVATIONS

Going faster than we had previously thought

4^{de} TECHNOLOGICAL REVOLUTION

Robotization, automation, 3D sensors, integration into functions

DIGITALISATION

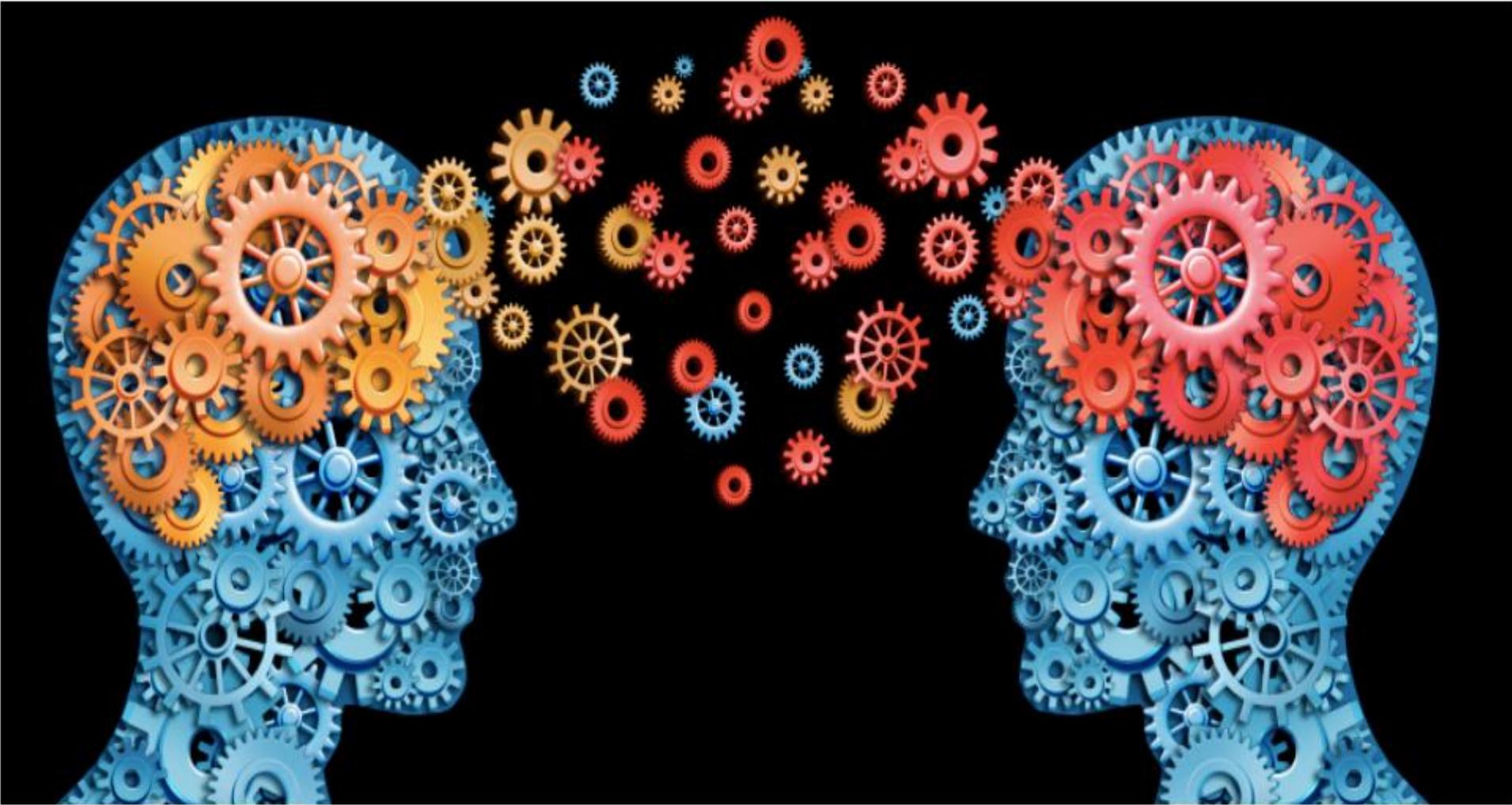
In work/life, platforms online work, AI, Chat GPT

SOCIALISATION

Group process, social media, social awareness, greening

EDUCATION

Modular, hybrid, online, certificates validating learning/work experiences, customization, LLL, retraining/additional training, orientation switching, skills passport, individual learning accounts, micro-credentials



**There are more brains outside your
company than in your company**