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The Bologna Process reinforced the debate and increased awareness that employability is an issue all over Europe. One of the central reasons why Bologna has been set up was precisely because employers complained about a mismatch between profiles of graduates and demands from the labour market. The set-up of Bologna and Lisbon has been a positive move but a lot remains to be done.

In order to strengthen the link between university and enterprise collaboration we need a better cooperation between all four actors which are involved: policy makers, enterprises, universities, professional organisations (SMEs, chambers of commerce, social partners)

Awareness of the different "mentalities" of each side is necessary which means that universities also have to start thinking from a different perspective: what matters for enterprises are not qualifications but competencies. Companies don't "think" in "qualifications". They don't necessarily think in "professions" either because those may also vary among countries and have different names. What matters for them is to have skilled people who can get the job done and have competencies which are in line with the businesses' needs. It is thus important to have a list of competencies for different sectors and to know the expectations of business in order to train people adequately and to the needs of the labour market.

Critical success factors

- Labour market success should be used as one indicator of the quality/ ranking of university programmes
- Entrepreneurship and management skills should be introduced as part of curricula for students and especially as a skill for teachers/researchers
- We need new paradigms in teaching: University programmes should offer innovative curricula, combining broader employment-related skills with discipline-specific skills ('specialized generalists')
- New forms of partnerships: universities must recognize that their relationship with business is of strategic importance (sharing of research results, IPR, patents, licenses etc)