

Building successful clusters

- How to design Winning Cluster Business Models

Victor Haze
Christian Rangen



Chris Rangen



Victor Haze



WHEN WE FINISH.....

**Clarity around cluster
strategy.....**

WHEN WE FINISH.....

**Clarity around cluster
strategy.....**

and cluster business models...

WHEN WE FINISH.....

**...with some
fantastic presentations
up on this stage**

WHAT WE DO.....

**Work with government and industry
leaders to build out national or
regional Innovation Cluster Programs
- five-to-ten-year commitment**

RECENT PUBLICATIONS



2017



2018



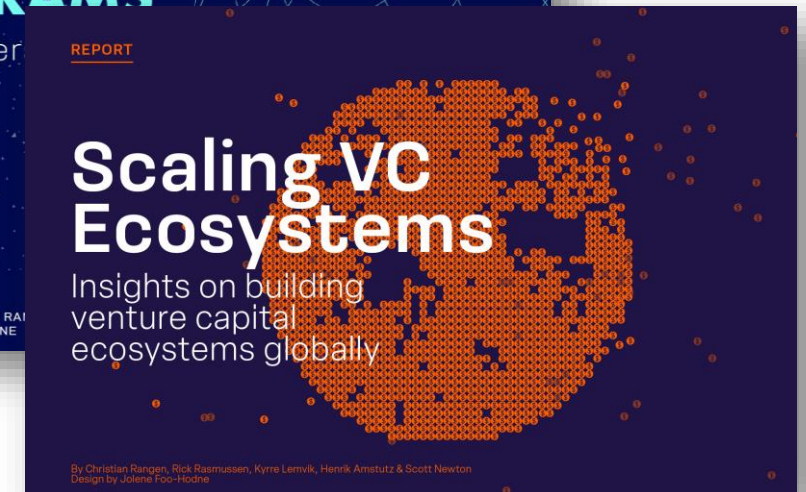
2019



2021



2022



2024

CLUSTER BUSINESS MODELS

Exploring Business Models in
Global Innovation Clusters

A REPORT BY STRATEGY TOOLS & THE GLOBAL COMMUNITY
WRITTEN BY VICTOR HAZE & CHRISTIAN RANGEN. DESIGN BY JOLENE FOO-HODNE

what you get

Readers of this report get access to five cluster business model canvases. These canvases can be downloaded and freely used.

DOWNLOAD NOW



THE CLUSTER ACCELERATOR PROGRAM

CLUSTER/ECOSYSTEM: **NCE HARTING CLEAN TECH**

SECTOR:

TAGLINE:

CURRENT STRENGTHS

- HIGH LEVEL OF TRUST
- LIGHTHOUSE PROJECT (URBAN WATER SHUTTLE)
- SOME INT. COOPERAT. (US, SWEDEN)
- SOLID BASE OF CORE MEMBERS (50/100)
- IMPACT

CURRENT CHALLENGES

- LACK OF ENTREPRENEURIAL SPIRIT + MINDSET
- BUSINESS MODELS FOR GREEN SOLUTIONS
- PRIVATE CAPITAL/INVEST IN
- CONVINCE THE CORE PARTNERS OF THE VALUE

CLUSTER STATUS 2019
Describe your current cluster

30% FROM THE ADM.
DEU FUNDING

CLUSTER BUSINESS MODEL

CLUSTER BUSINESS MODEL

CLUSTER BUSINESS MODEL

THE DREAM
CLUSTER VISION 2030
Write your future story

KEY STRATEGIC INITIATIVES

- 1.
- 2.
- 3.

Medium-term 2023

KEY STRATEGIC INITIATIVES

- 1.
- 2.
- 3.

Long-term 2025+

INDUSTRY SHIFTS & TRENDS

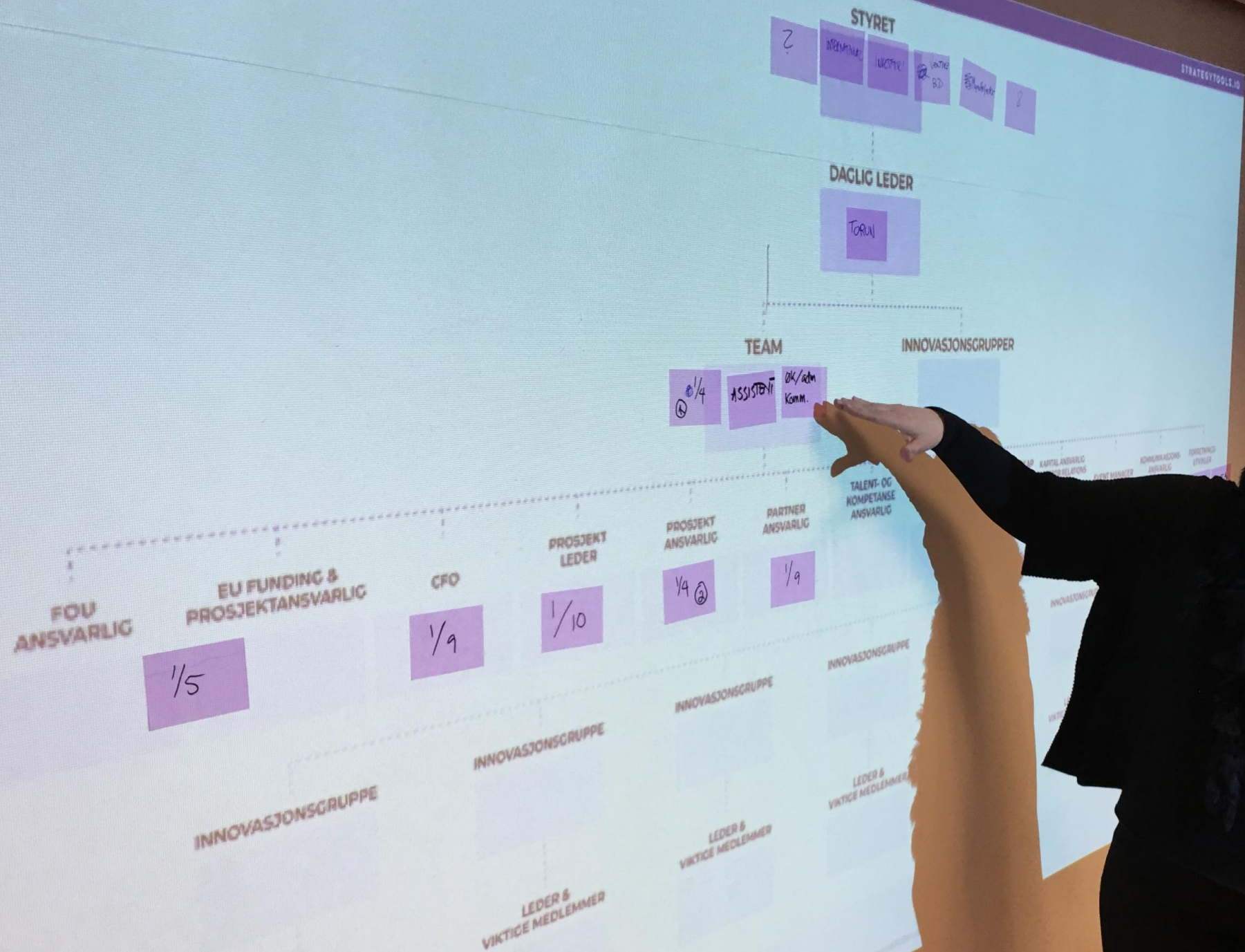
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CLUSTERS OF CHANGE

THE DREAM TEAM

-
-
-
-
-

CLUST...
What do...
Edge Story
Idea Develop.
TERS
For new
os.
ers, Solve,
LLS
p.
and try again
STAND
NEEDS
EXISTING
of Change
- Understand
Timing
Effectively





WHAT

Globally

7000+

Innovation Clusters





QUEENSLAND
ROBOTICS



Queensland Robotics Cluster

Developing Australia's robotics industry

Queensland, Australia

Cluster CEO: Andrew Scott



Maritime Blue

Developing Washington State's ocean economy.

Seattle, Wa, USA

Cluster CEO: Joshua Berger



Bloom: Barbados Cleantech Cluster

Developing Barbados' sustainable energy and climate technology opportunities.

Bridgetown, Barbados,

Cluster CEO: Jari Aaltonen



Energy Cluster Denmark

Making Denmark a green leading nation for innovative and global energy solutions.

Esbjerg, Denmark

Cluster CEO: Glenda Napier



Iceland Tourism Cluster

Developing Iceland's tourism industry.

Reykjavik, Iceland

Cluster CEO: Ásta Kristín Sigurjónsdóttir



Ocean Autonomy Cluster

Developing Norway into the leading global country in ocean autonomy solutions.

Trondheim, Norway

Cluster CEO: Frode Halvorsen

NATURALLY EMERGENT

Wine

Life Sciences

Hi-Tech

Northern Italy

Boston

Tel Aviv



BUILD

Ocean
Supercluster

Canada

Seafood
Innovation
Cluster

Norway

Queensland
Robotics
Cluster

Australia





CANADA'S OCEAN SUPERCLUSTER

2023 - 2028
CORPORATE STRATEGY

Building a Digital, Sustainable, and
Inclusive Ocean Economy for Canada

AMBITION 2035

The Organization for Economic Cooperation and Development (OECD), expects the global ocean economy will double in size to \$4 trillion CAD by 2030 and outpace the growth of the broader economy by 20 per cent. In the context of this global opportunity combined with the significant momentum and brand the OSC is building, as well as the magnitude of the untapped economic potential for Canada, and input of key stakeholders across the country, the OSC has developed a 5x growth, \$220 billion ambition for Canada by 2035. In doing so, the role of Canada's Ocean Supercluster is to continue to build awareness of Canada's ocean opportunity through strategic conversations and encourage the whole of Canada's ocean network to rally behind it.

[Read more about Ambition 2035.](#)





Building Norway's Innovation Supercluster

ensuring sustainable seafood growth

AKVAKULTURDAGEN 2018

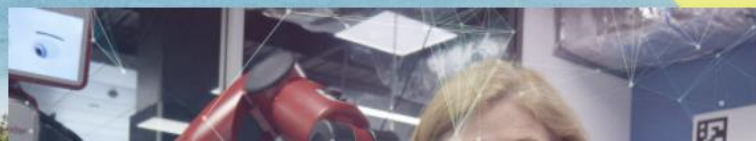
Bergen 12th of september

Director Tanja Hoel
@HoelTanja



Australian Innovation. Global Stage.

Together Queensland Robotics is advancing the presence, sophistication and international recognition of Australia's robotics industry.

[READ MORE](#)



**maritime
cleantech**







Out of the blue comes green.

EQUIPMENT AND SERVICE SUPPLIERS

YARDS

SHIP OWNERS

ENERGY COMPANIES

R&D AND EDUCATION

PORTS

FINANCE & LAW

PUBLIC SECTOR

CLASS SOCIETY - REGULATORS

maritime cleantech

GOLD

Cluster Management Excellence

17 PARTNERSHIPS FOR THE CLUSTER

**Clusters should
always be built
around ‘industries
of the future’**

**What are our
'industries of the
future'?**

**Defining ‘the
industries of the
future’?**

Key economic sectors, with:

- **High value creation per employee**
- &**
- **High (new) job creation**

We need to build our clusters around these



Industries of the Future Canvas



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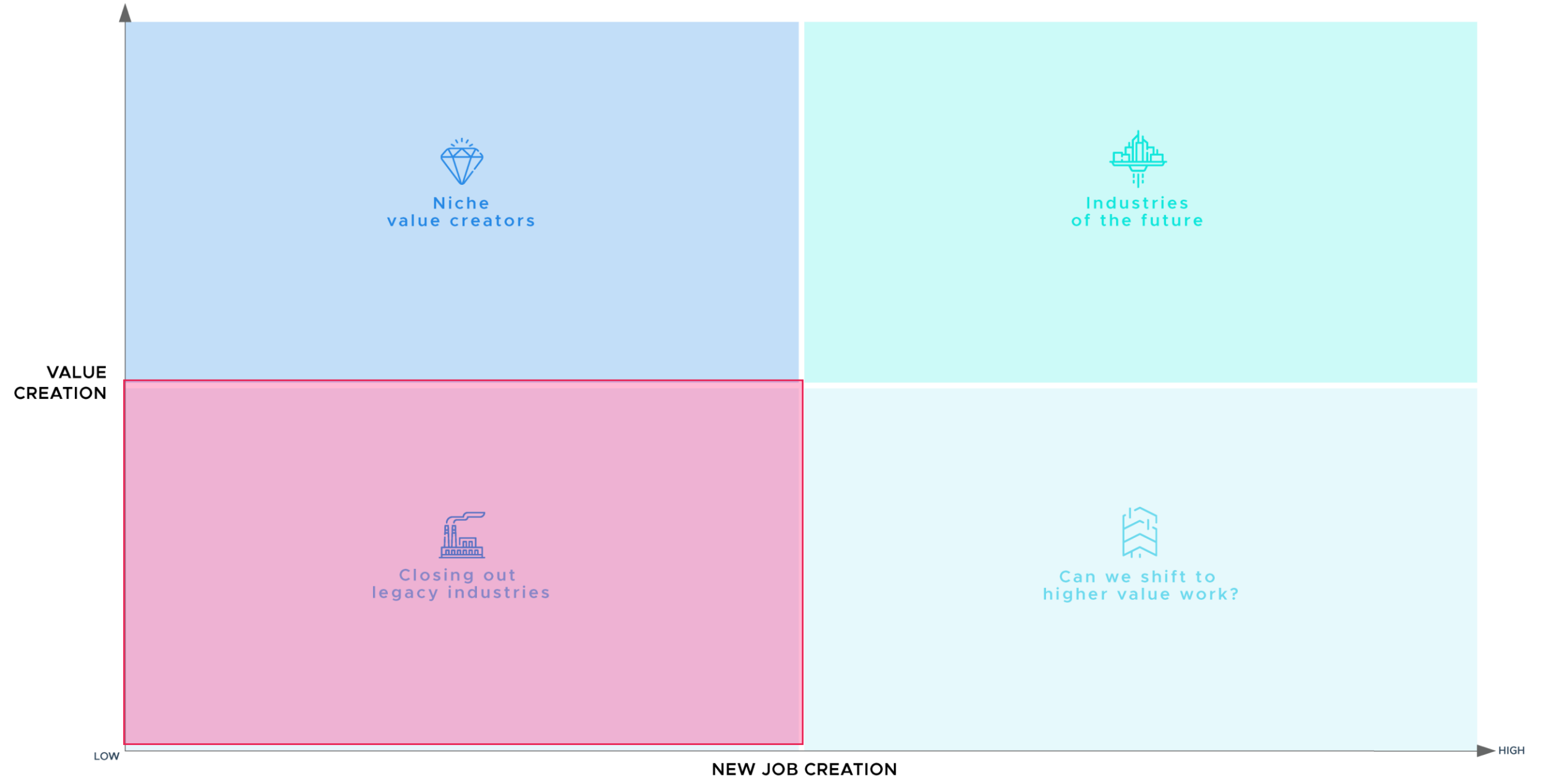




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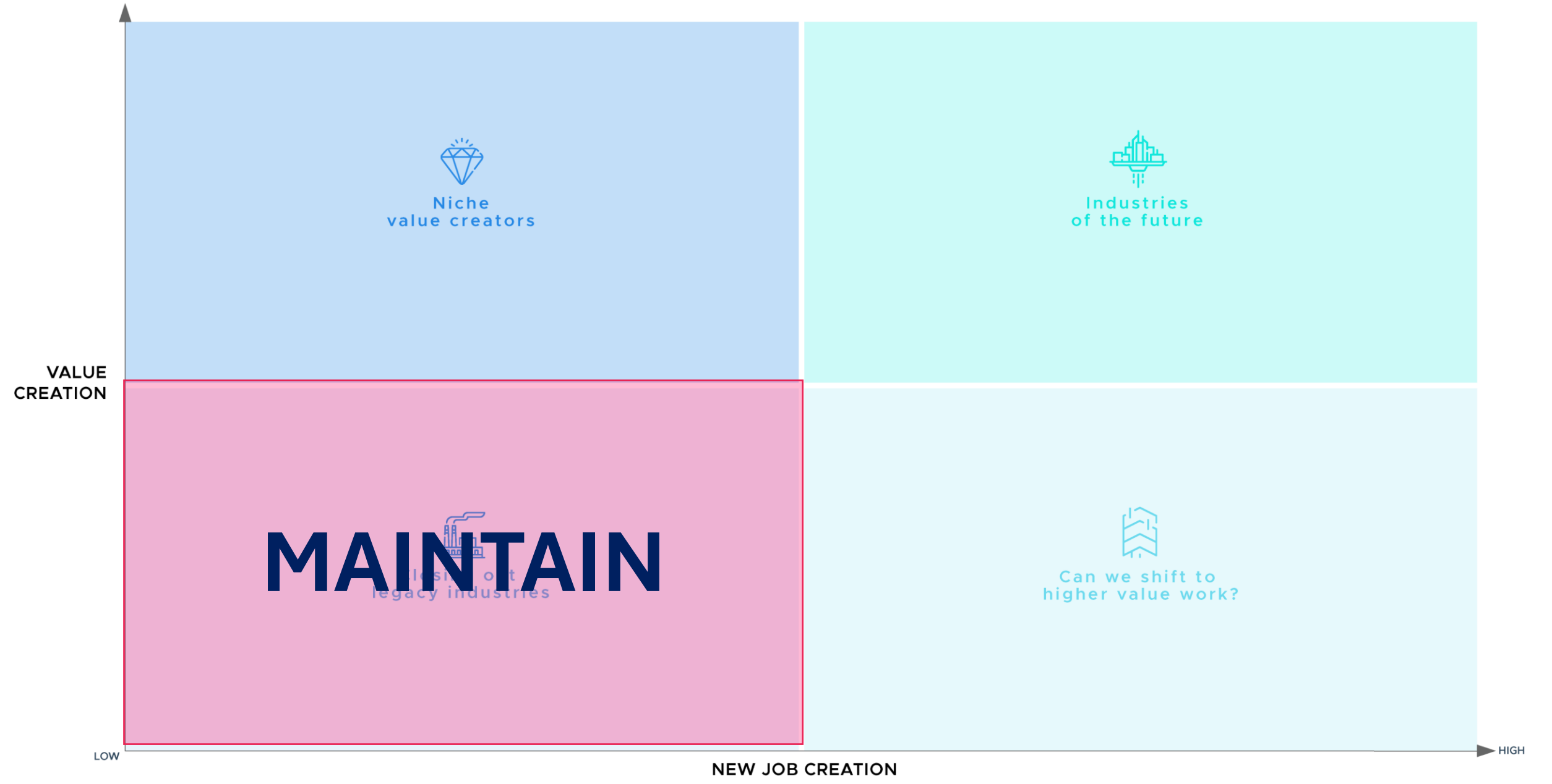
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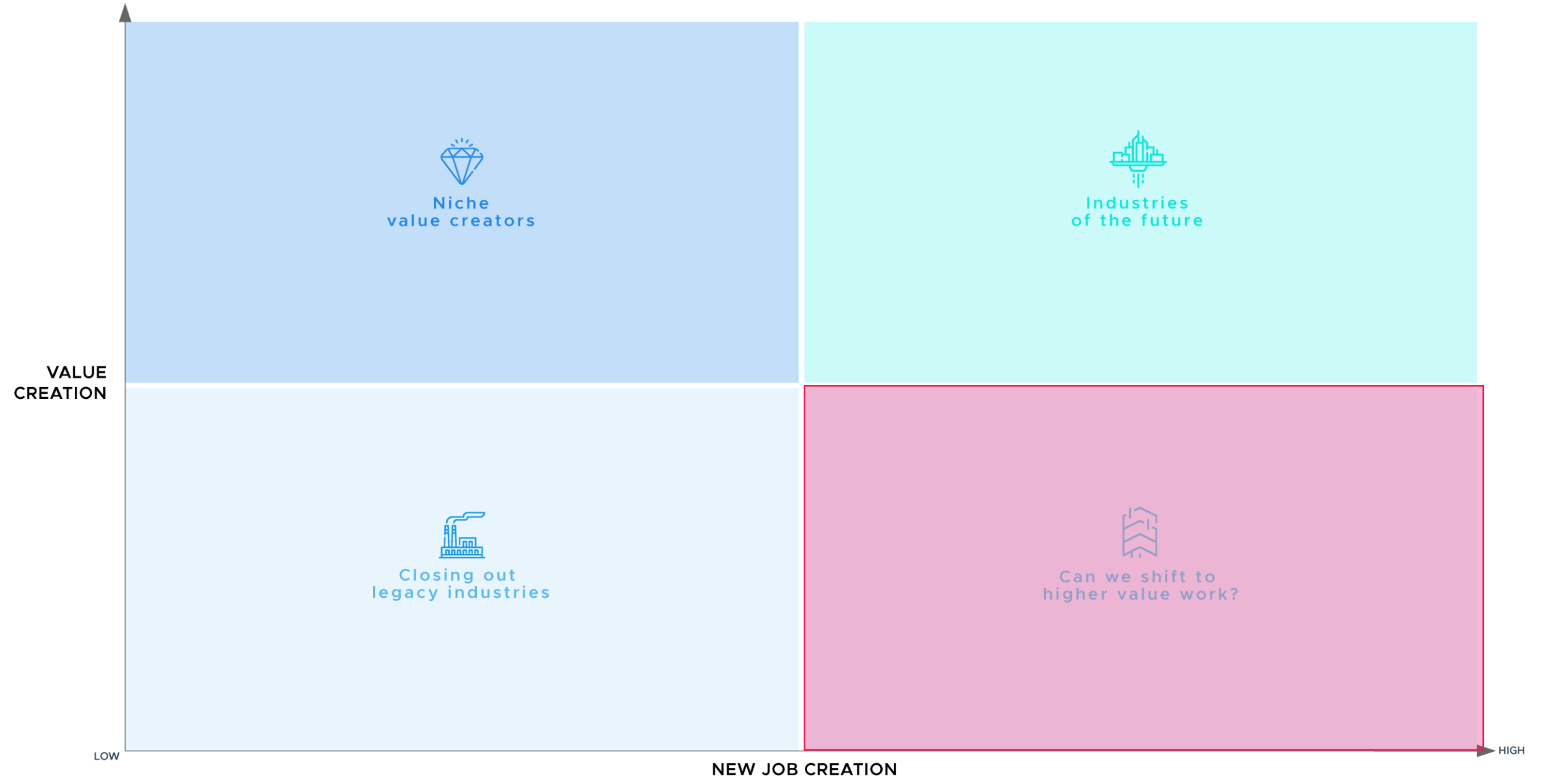




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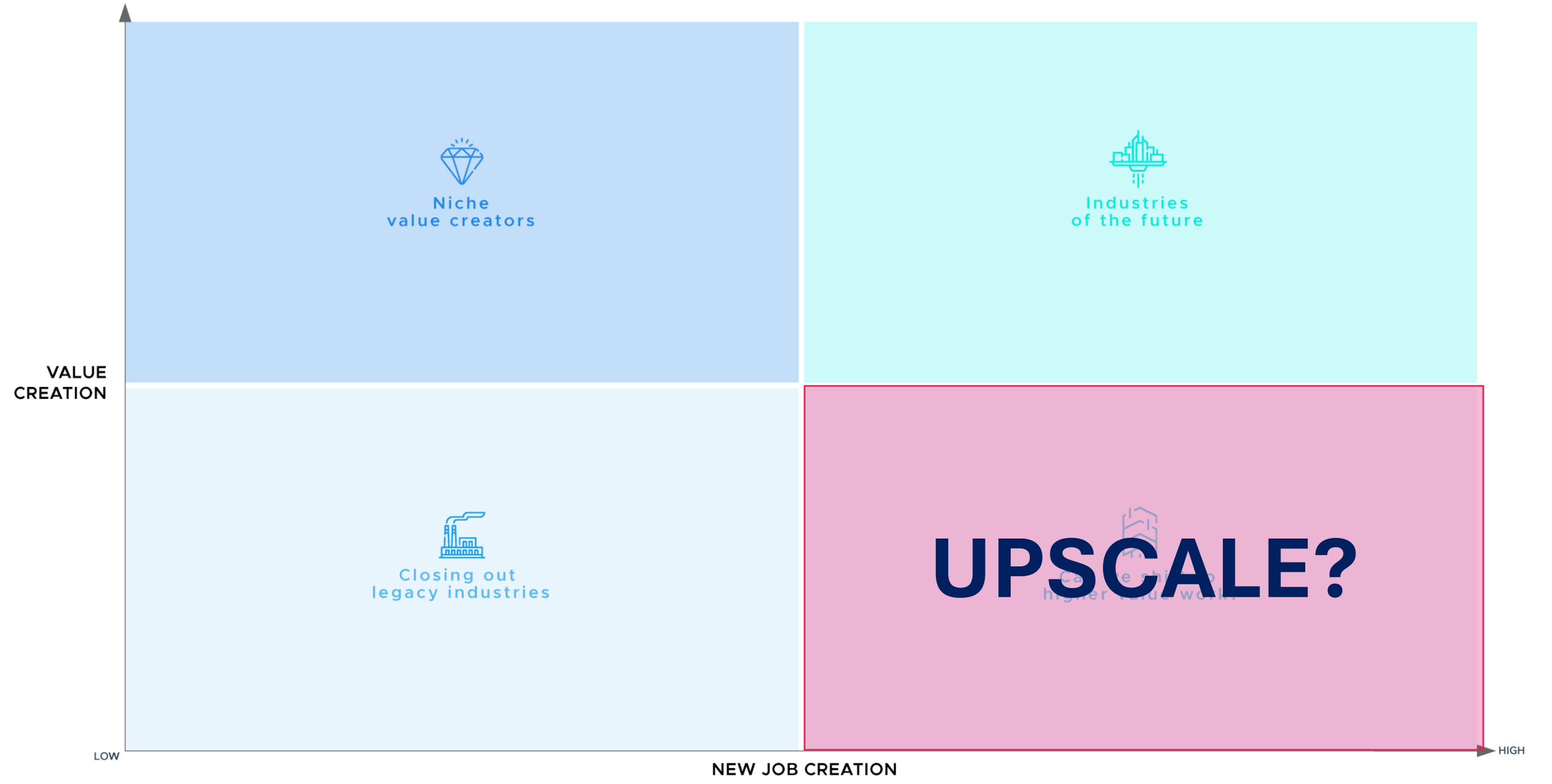
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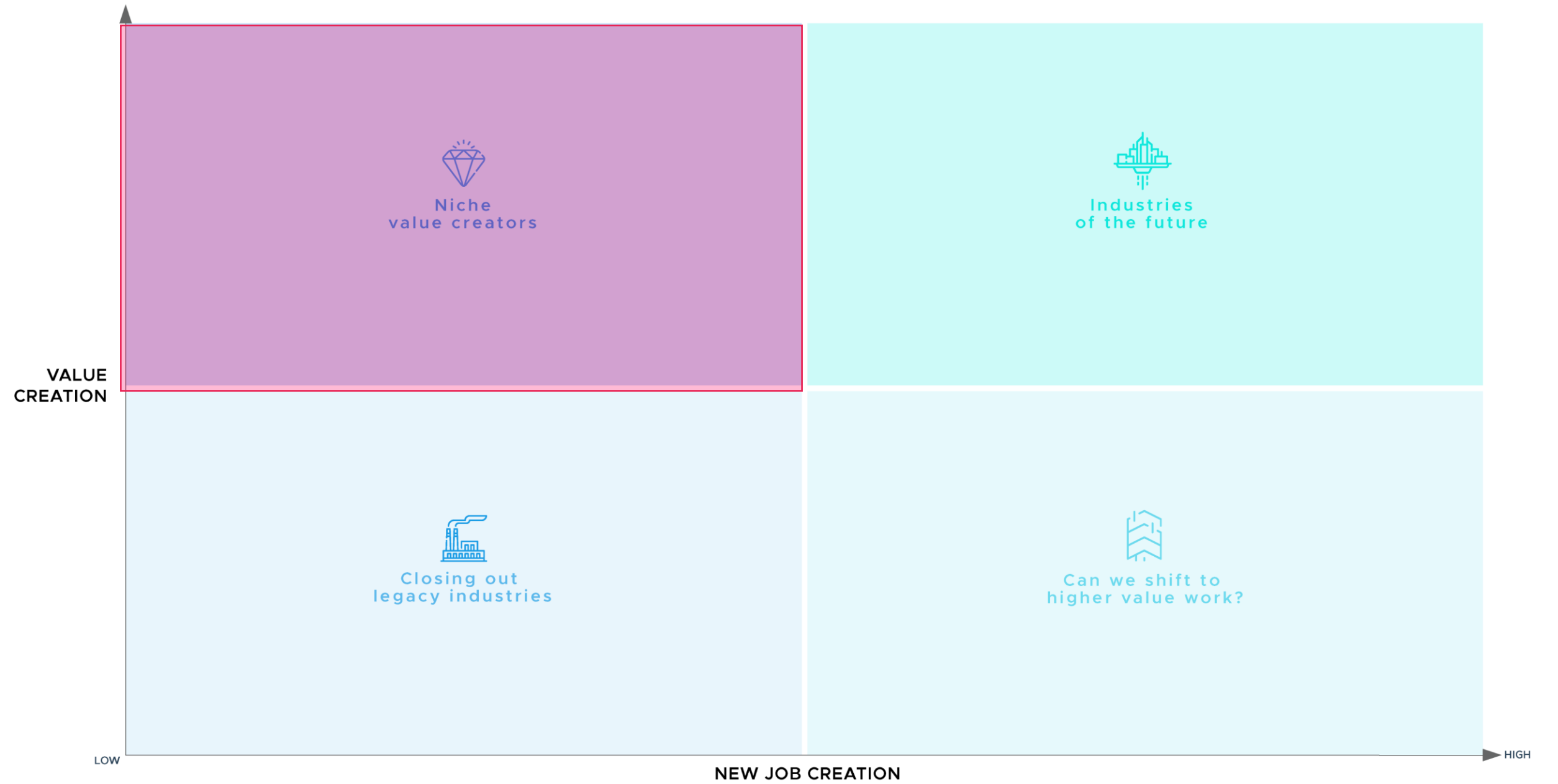
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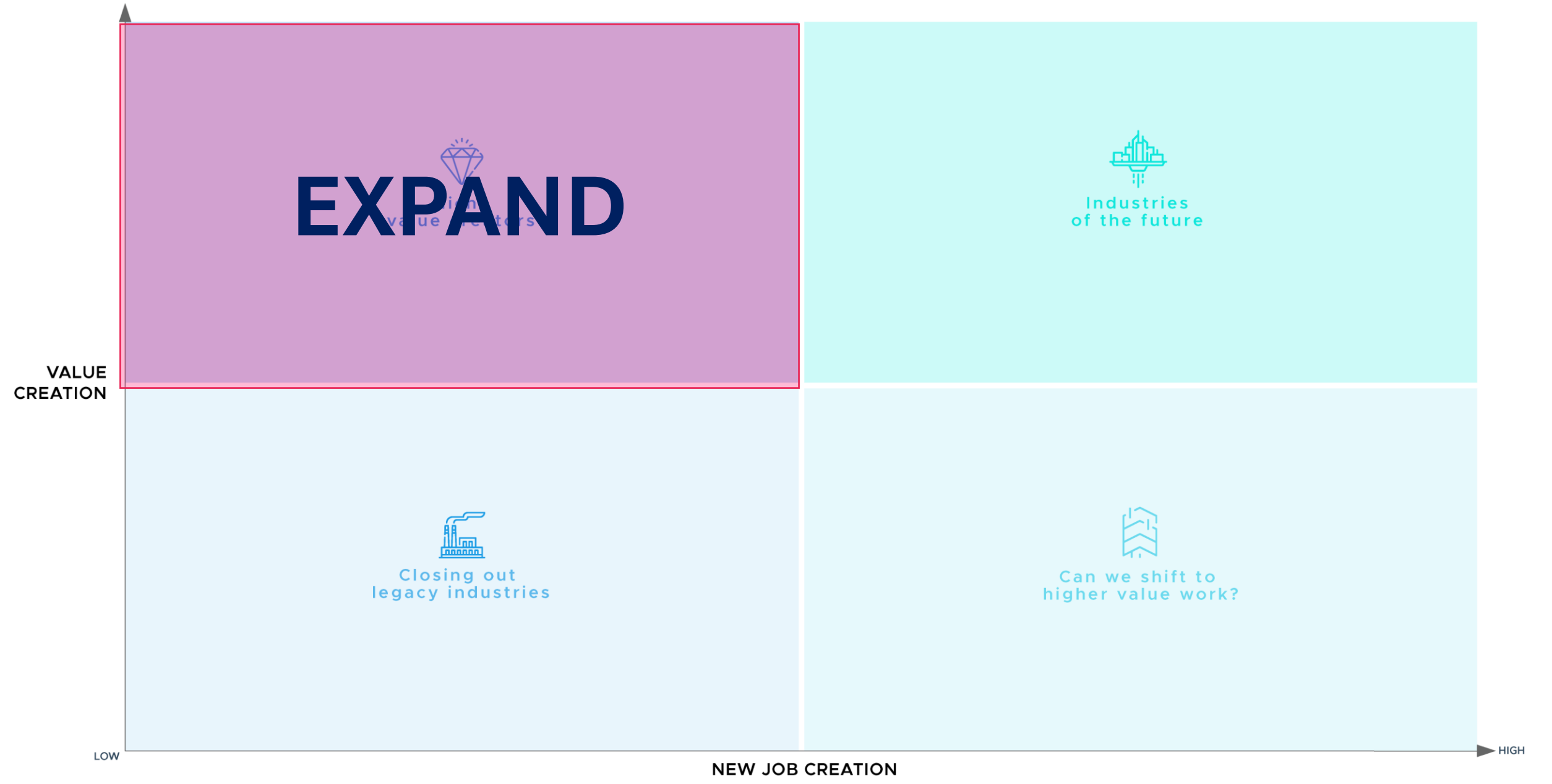
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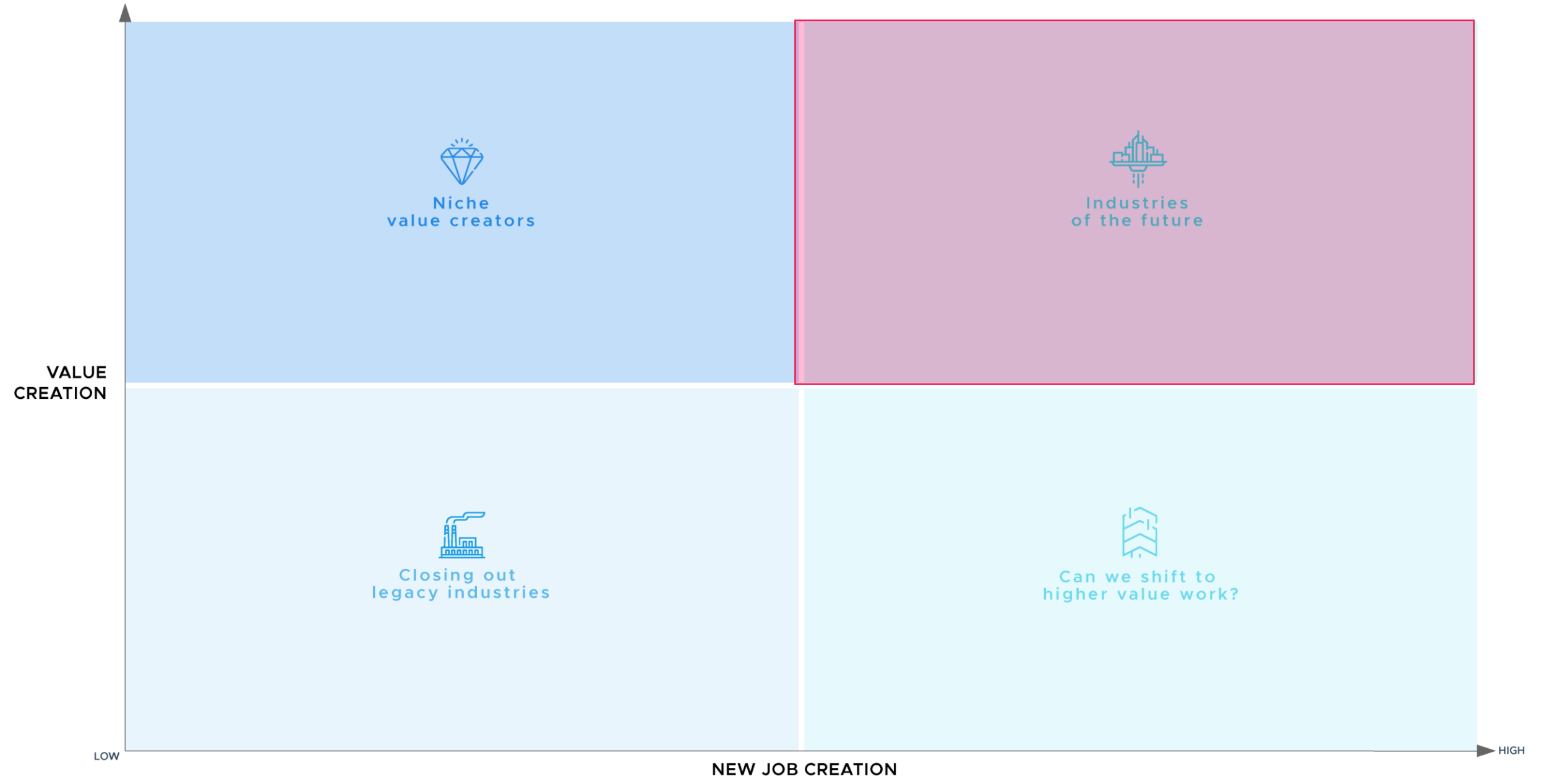
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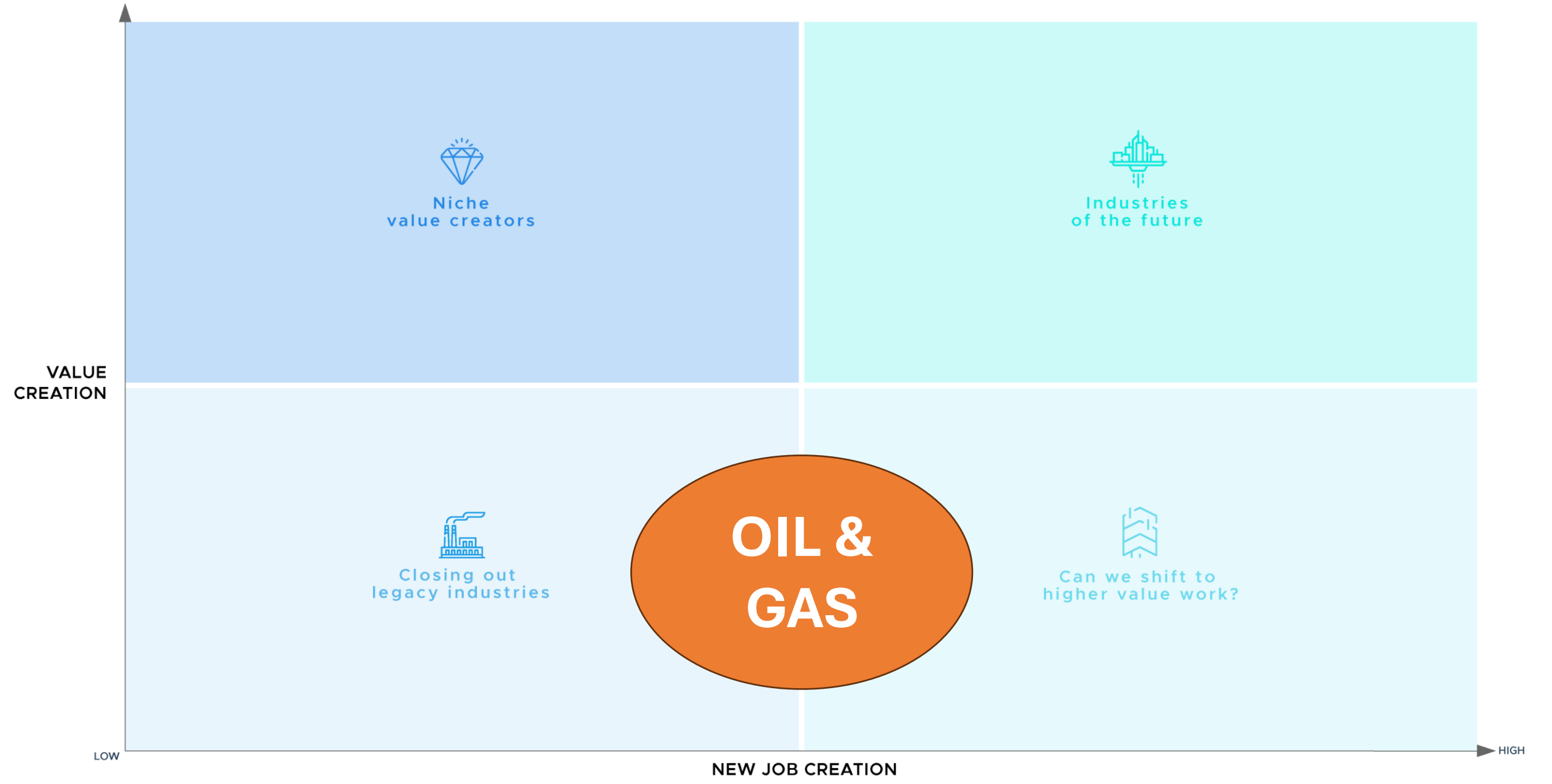
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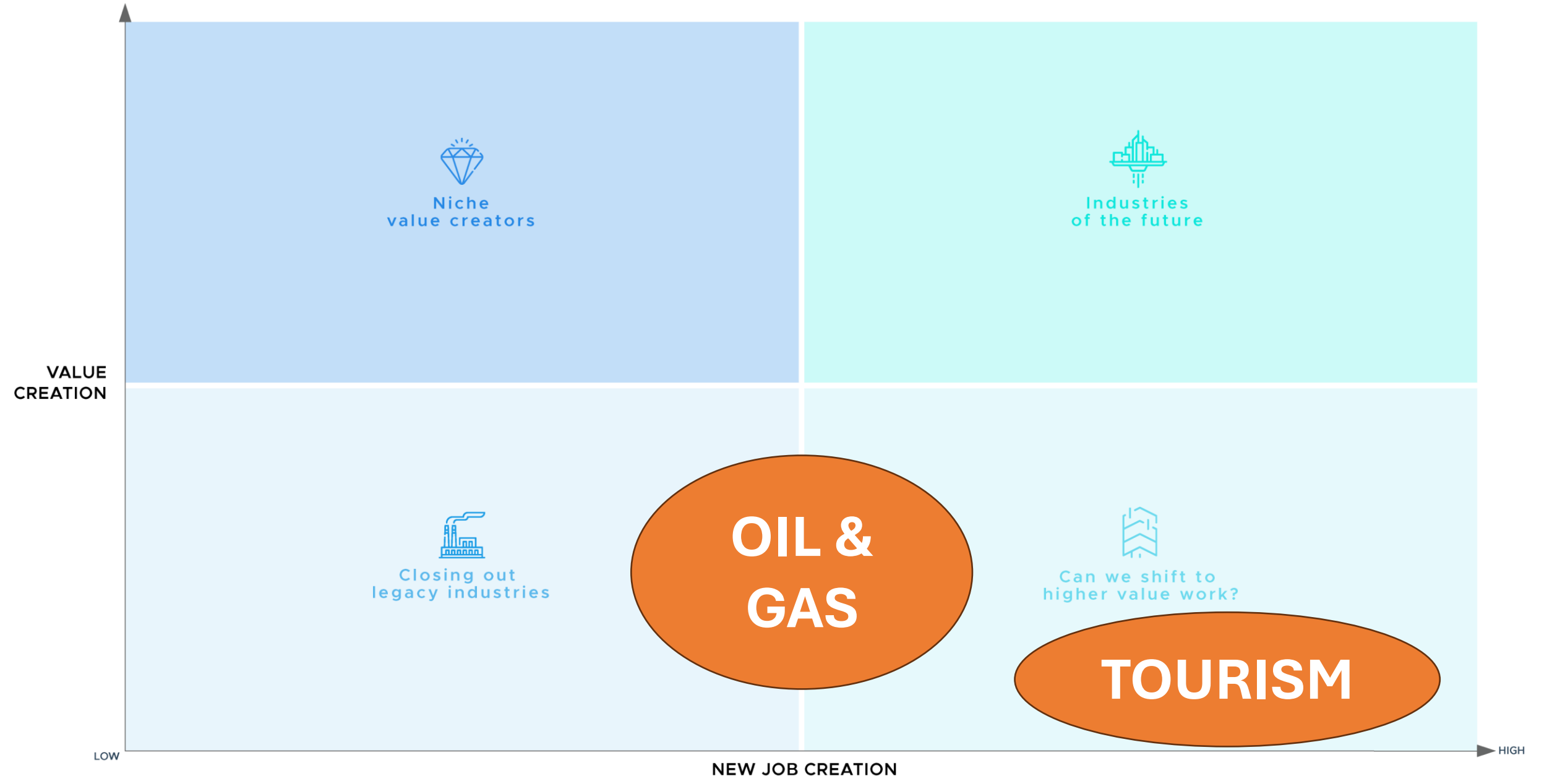
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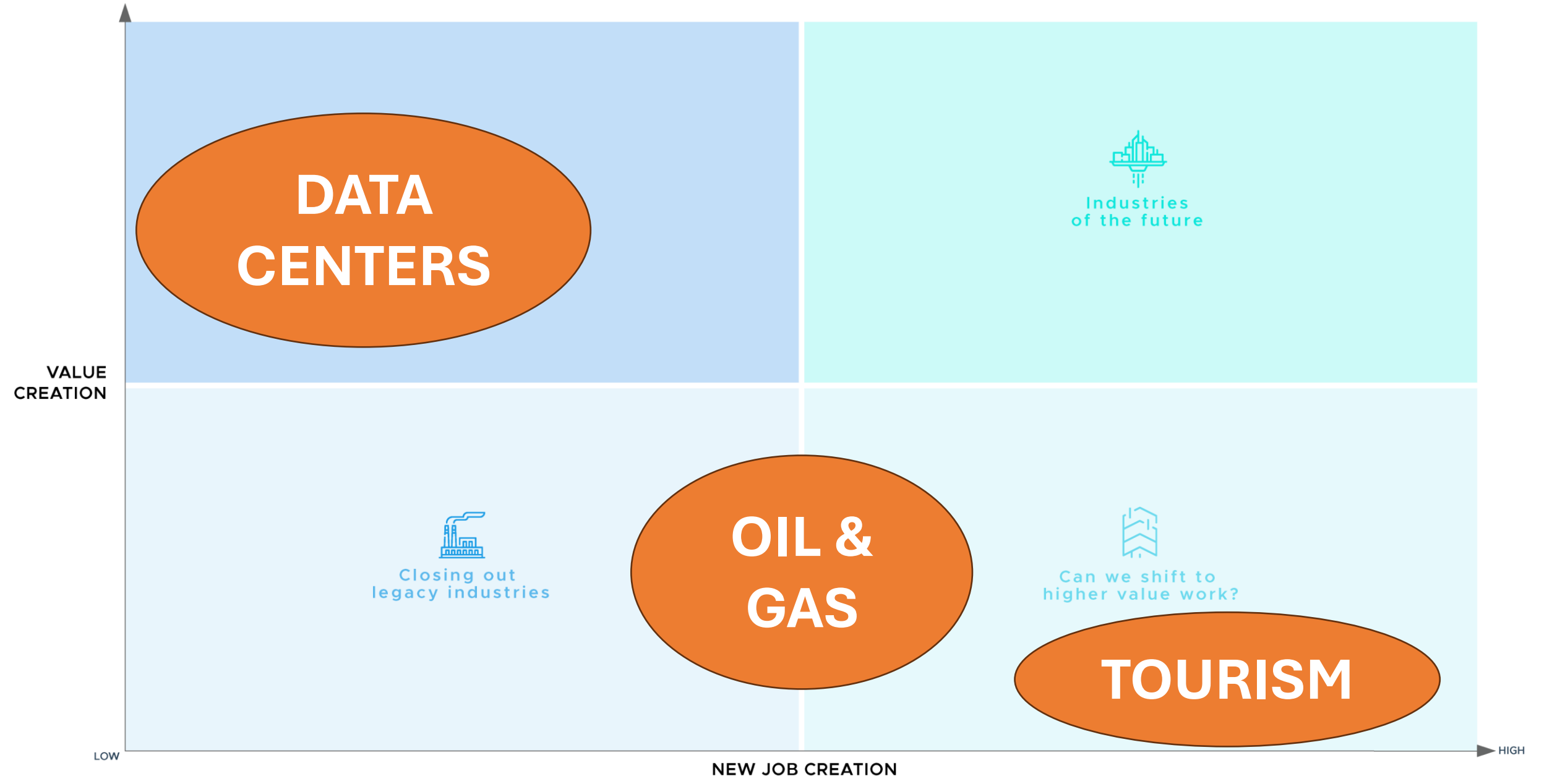
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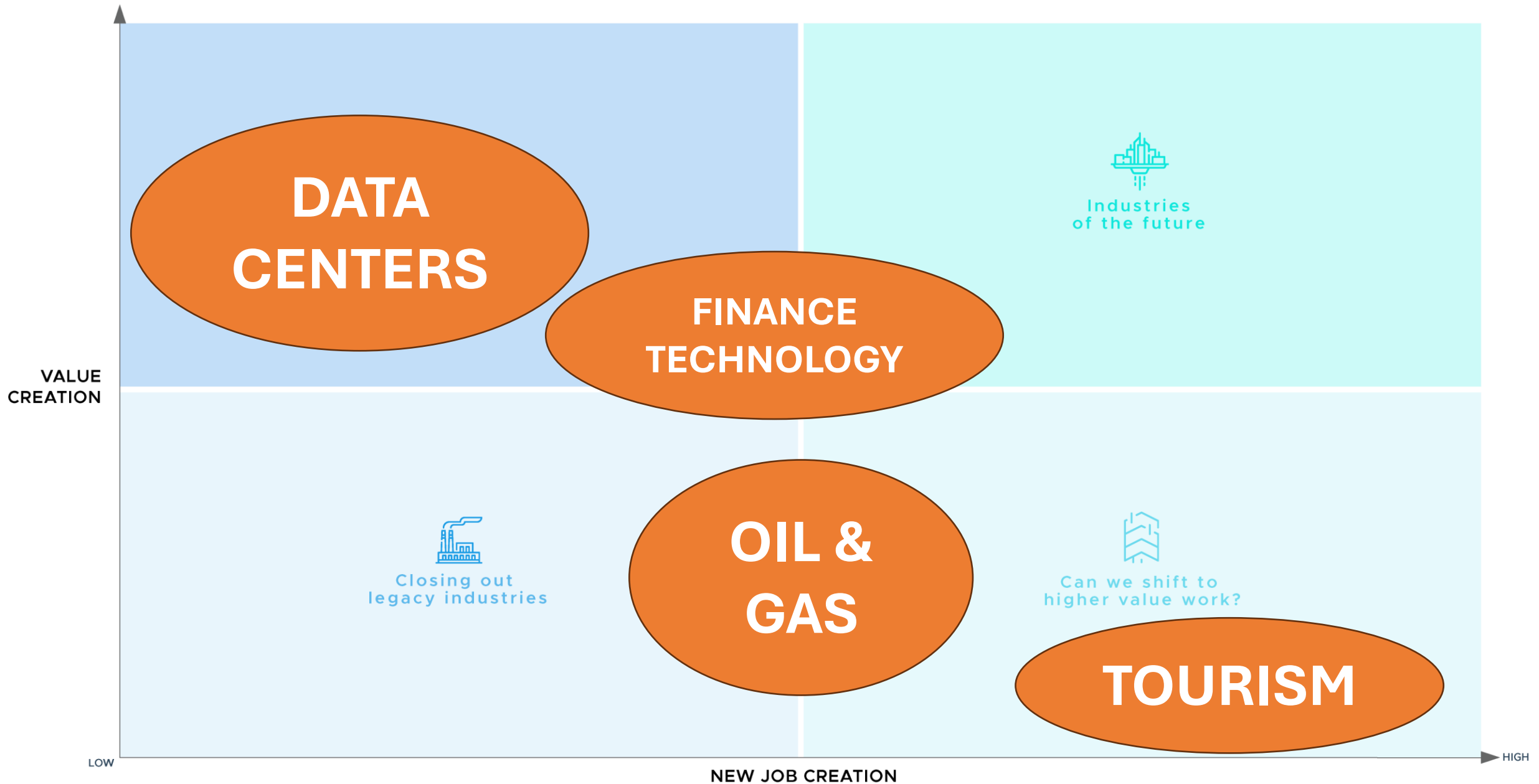


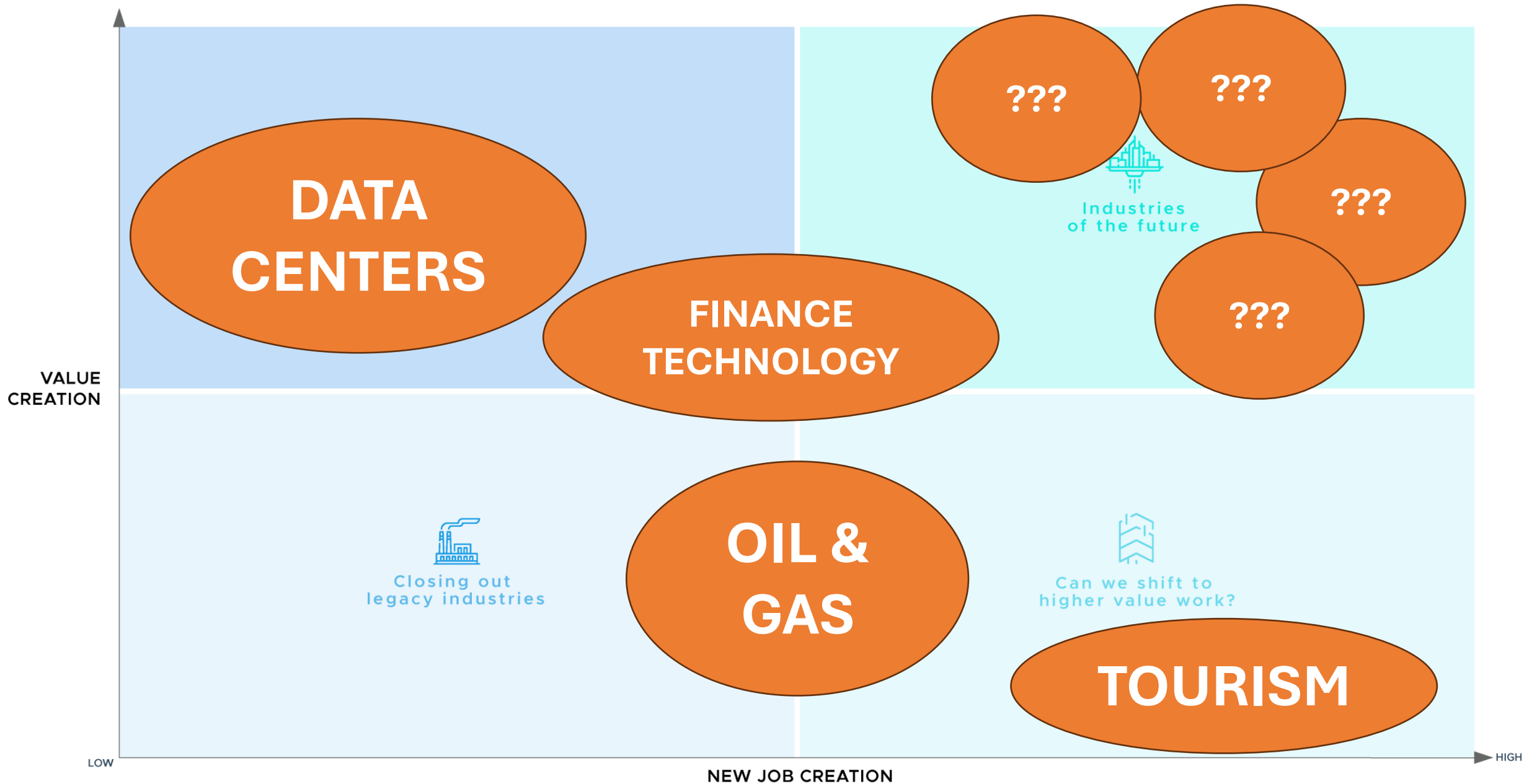
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YOUR TURN

Defining our **'industries for the future'**

Map out Northern Ireland's key economic sectors and industries, today and over the next ten years, place them onto the canvas.

18. minutes

**GREAT WORK,
EVERYONE!**



WHAT IS A CLUSTER, REALLY?



ENGAGE//

BUILDING INNOVATION SUPERCLUSTERS Economic for the future

A REPORT
by Christian

Innovation Superclusters are...



Engines
of economic growth,
by connecting 100's of
members and partners



Magnets
that attract talent,
capital, researchers
and companies



Collaboration networks
built around the
industries of the future



**Solving industry level
challenges &
opportunities**



**Private-public
Partnerships,**
developed by
design



**Trust-based
collaboration
platforms**



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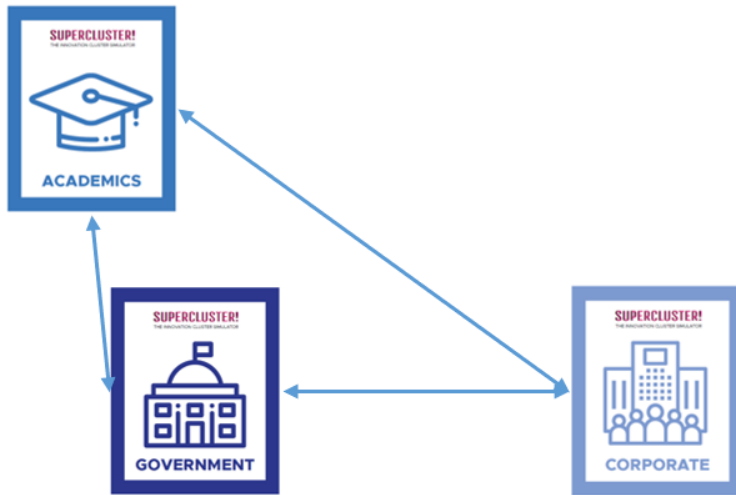


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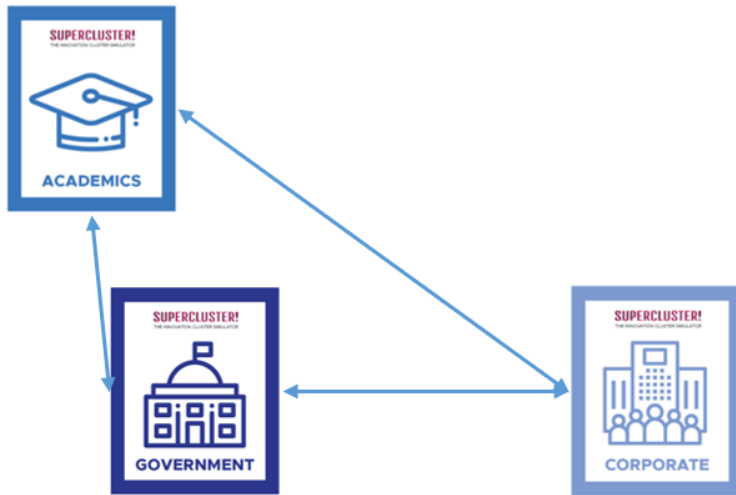
Magnets
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and companies

**FROM
TRIPLE HELIX.....**

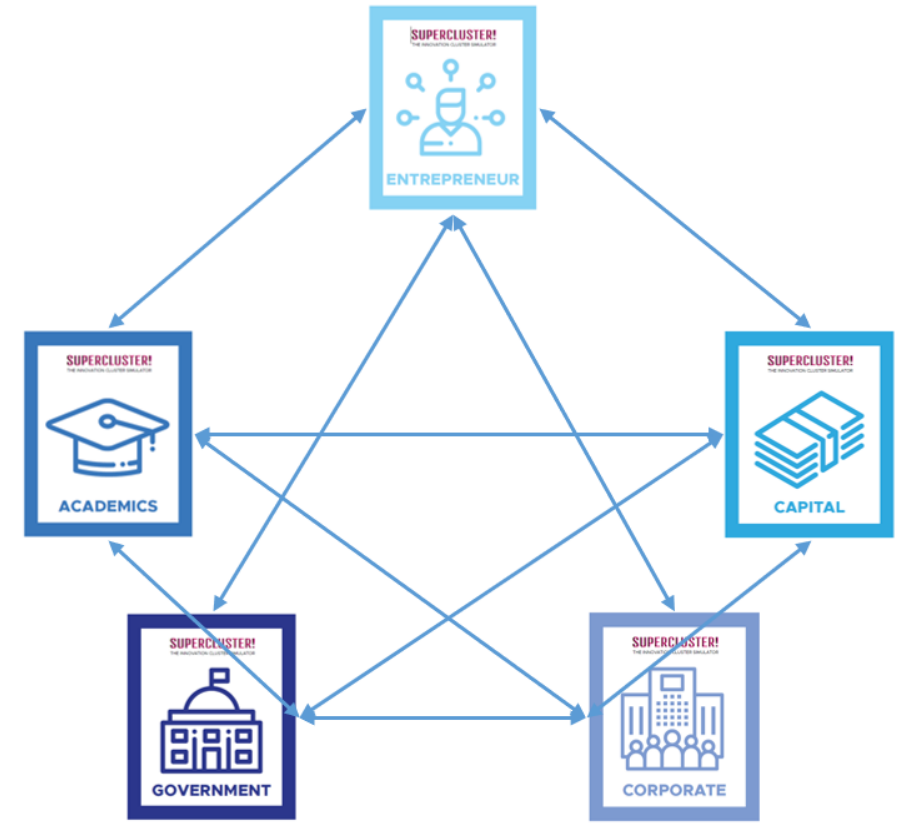


From Triple Helix
1990's – 2010's

**TO
PENTAGRAM.....**



From Triple Helix
1990's – 2010's



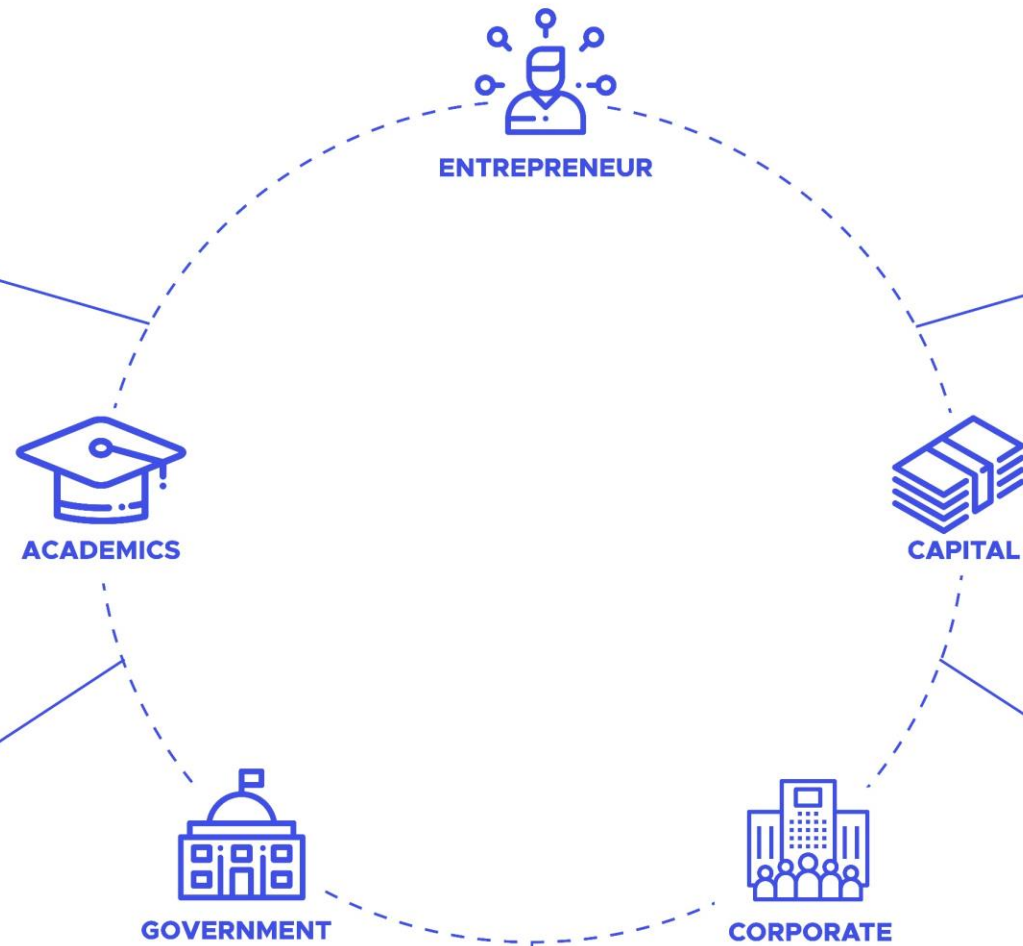
Pentagon
2010's –



CAPITAL



ENTREPRENEUR



Supercluster: Members



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OUR CLUSTER STRATEGY

YOUR TURN

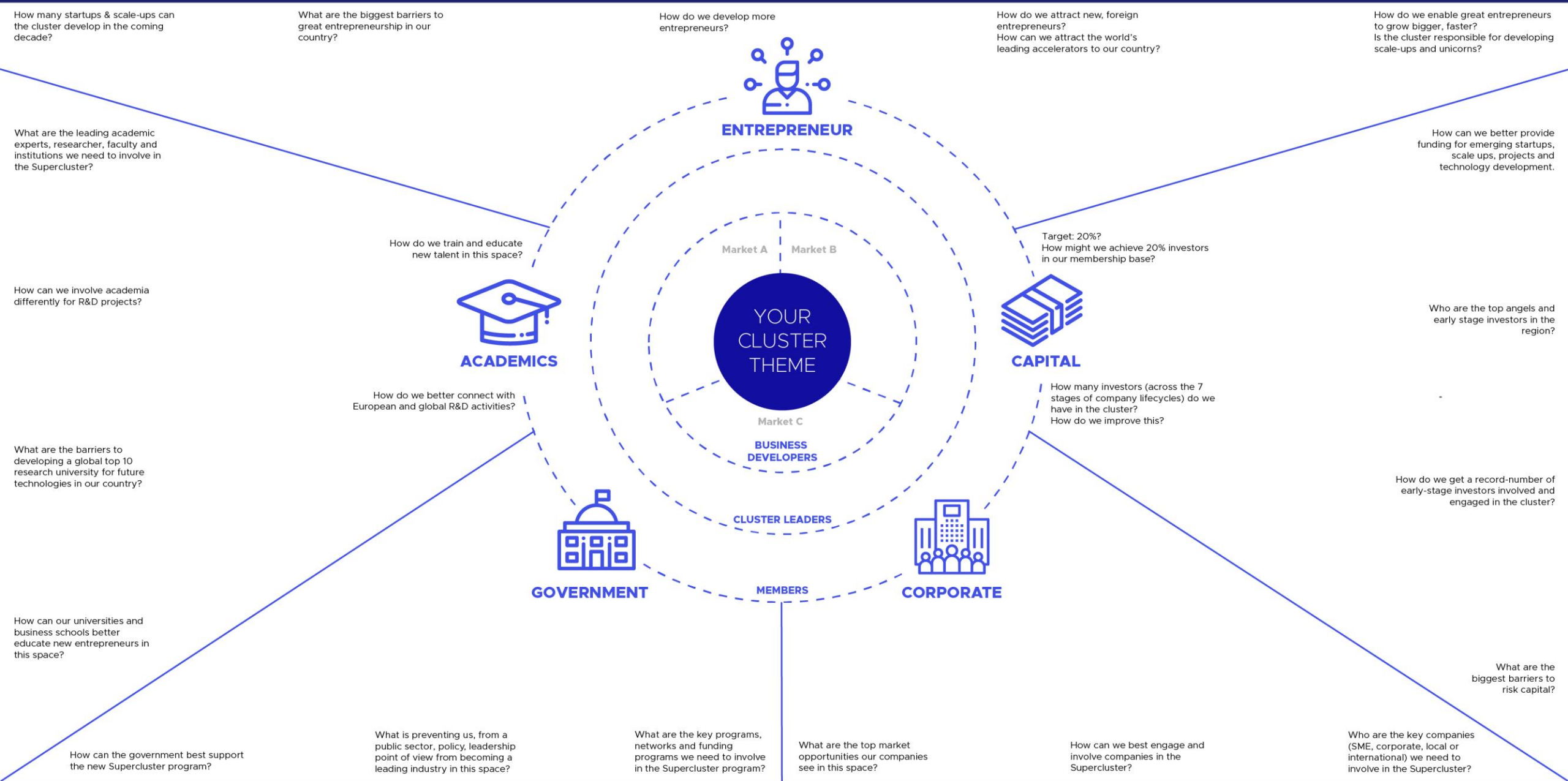
Develop your cluster strategy.

Use the Canvas.

Work. Discuss. Write. Sketch.

When time is up, switch groups.

Continue.



**YOU ARE
DOING WELL!!**



CLUSTER BUSINESS MODELS



**“Please give us
more government
money”**



“No!

**You can't get any
more!”**

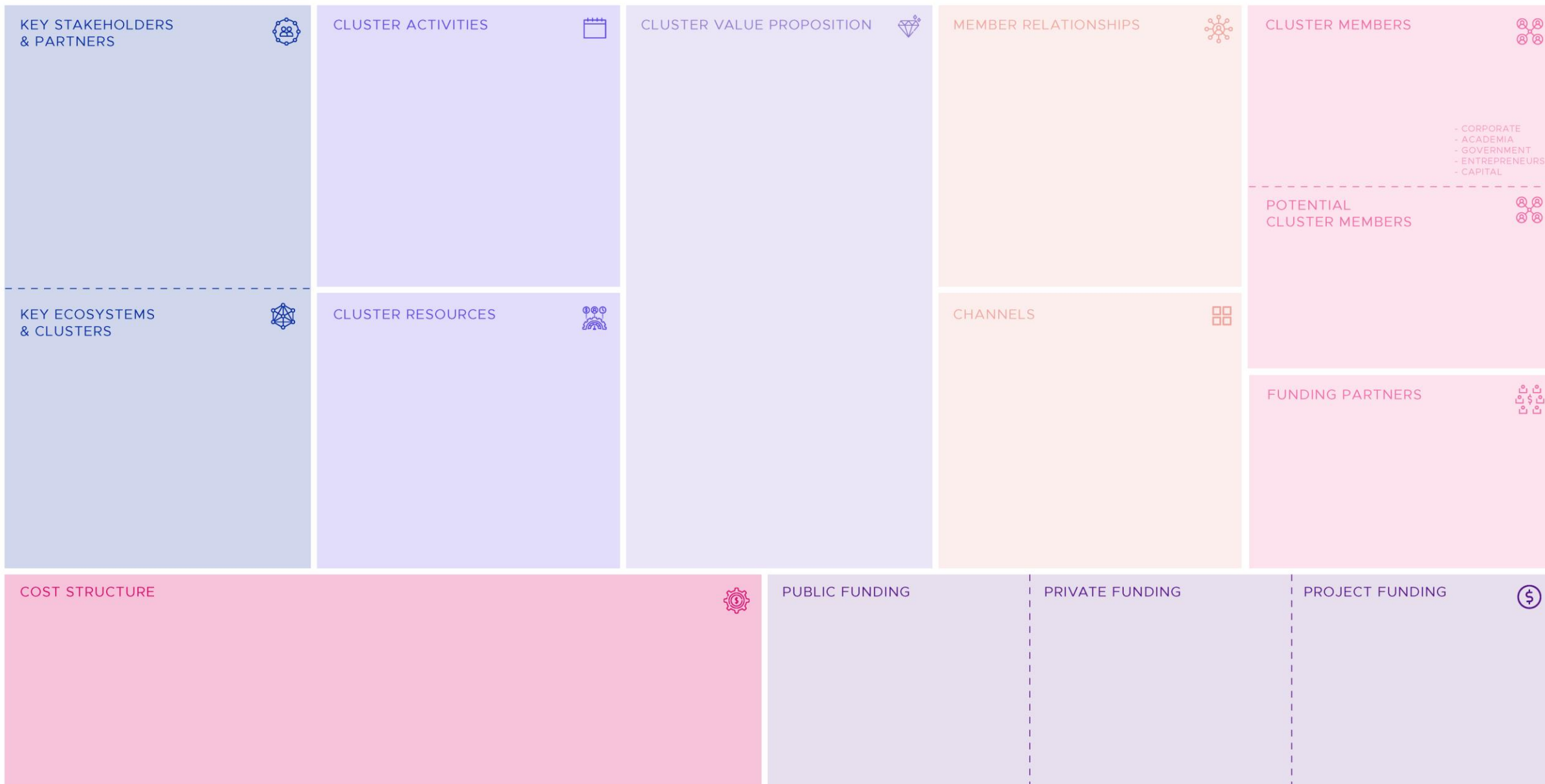
**“If you don’t give
us more, we will
shut down!”**

“No!

**You need to develop
your cluster
business model!”**

**“What’s a
business
model!?!”**

**..and they
shut down....**




Cluster Business Model Canvas



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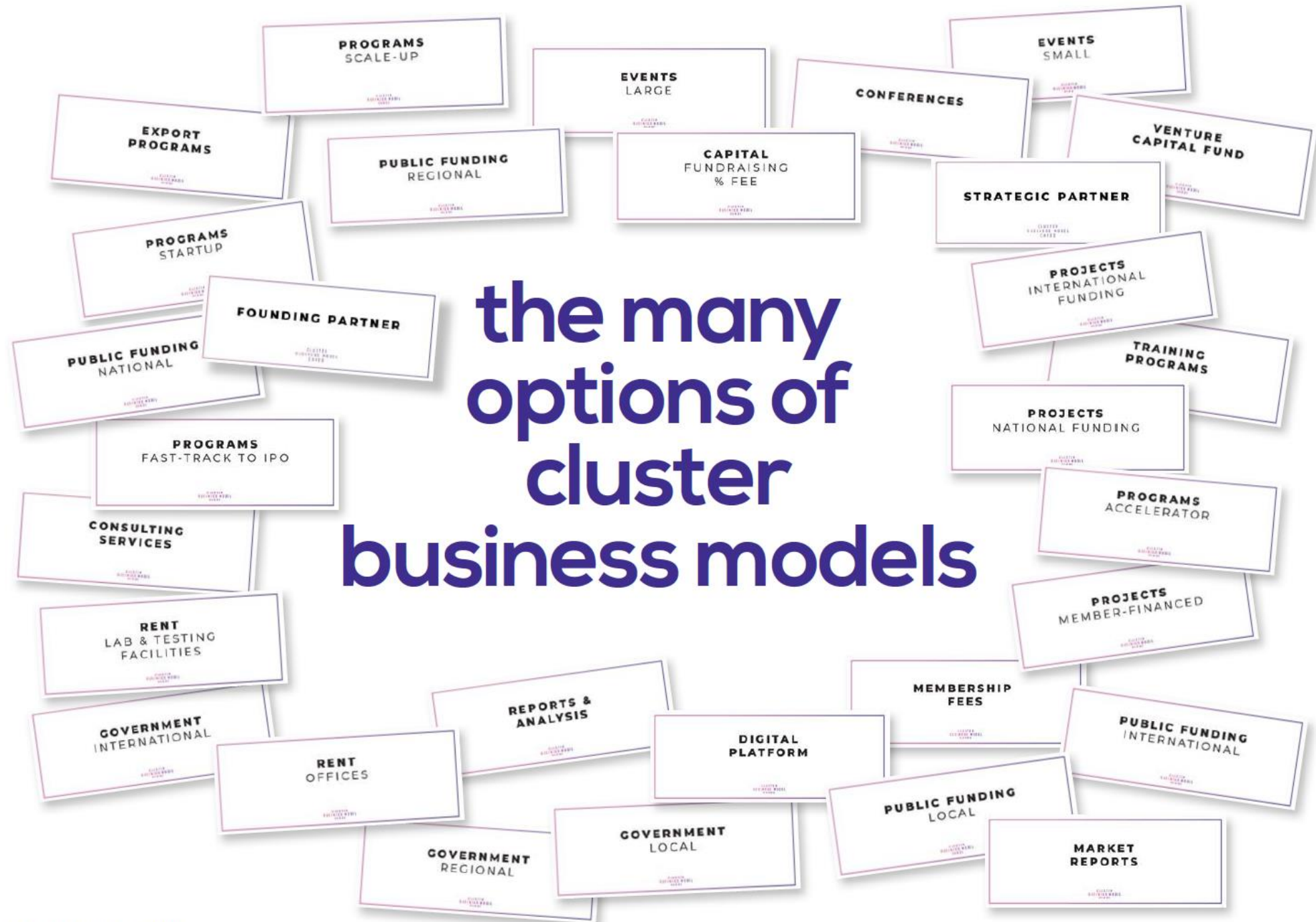
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level 1 how a cluster is financed

The first level of cluster business model is the financing side. We have identified three common financing mechanisms, Public-Private-Project.

For many clusters, the quest for financing can take a significant part of their focus and energy, preventing them from focusing on the value creation or output of the cluster. Initially, most clusters struggle, getting by on 'scrappy financing' solutions.

level 2 the cost structure of a cluster

The second level is the cost structure of the cluster. What do we need and how should we best structure it. For many, it is often beneficial to start with the cost side, and really dig into how to best structure the cost of the initiative.

Often, we find there are creative ways to manage costs, through talent sharing, internships, co-locating with founding partners and generally keeping costs lean, low and flexible.

level 3 how a cluster creates value impact

The third level is how a cluster is able to organize and align itself around the shared value creation or, what we call, value impact. This goes beyond the funding/cost discussion and requires the cluster to focus and measure outcomes and value creation.

For many, this is a difficult exercise. Many clusters, we find, tend to measure the easy things (number of members, number of events, how many people have joined a webinar). Few are truly adept at measuring the outcome of the cluster. Granted, this can be exceedingly hard, but it is possible. (hint, see 1.6, in a few pages)



Norwegian
Innovation
Clusters

the board's role in cluster business model innovation

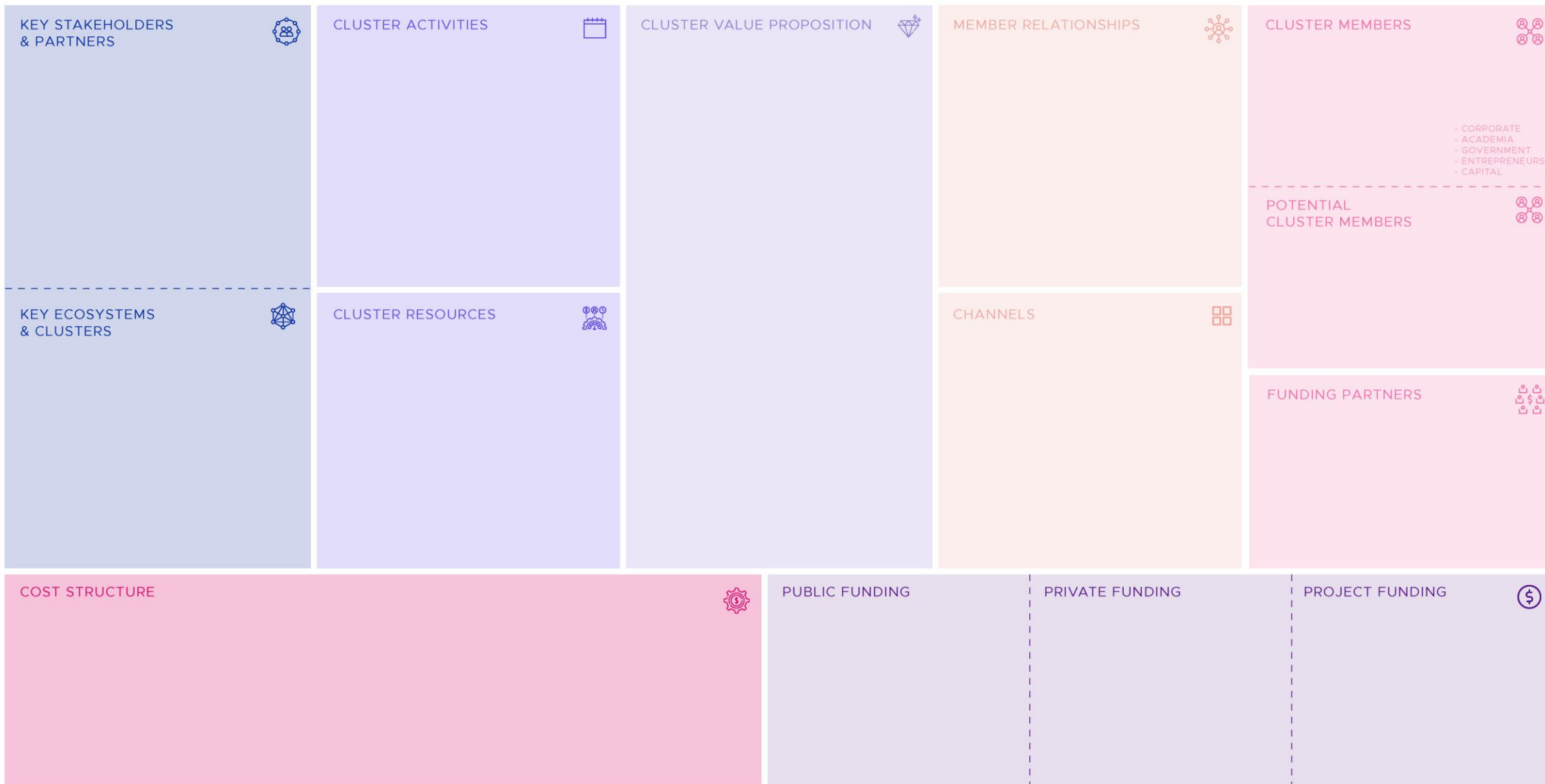


Vivian Lunde,
Senior Advisor
The Norwegian Innovation Cluster Program



Kristianne Paasche,
Special Advisor
The Norwegian Innovation Cluster Program

CLUSTER BUSINESS MODEL CANVAS



Cluster Business Model Canvas



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Continue.**

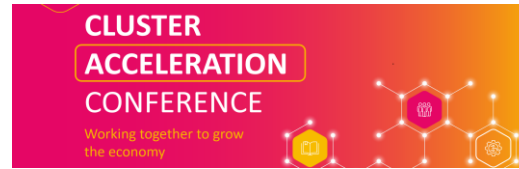
GREAT WORK!

YOUR PRESENTATIONS

SUMMARIZE
YOUR CLUSTER
BUSINESS MODEL
IN 3 MINUTES

**EXCELLENT
WORK!**

**GOOD LUCK
ON BUILDING
OUT THE
PROGRAM**



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