



Excellence Clusters
Webinar series
#3 Cluster
business model

Christian Rangen
29. April 2026

Welcome

Before we start

**Gigantic
opportunity
for AB Sweden**



Not official VR & VINNOVA Program instructions



**Five workshops,
Sharing global
practices on how
to develop innovation
clusters**



Built around five online webinars each 90. minutes

Online workshop #1: Engaging stakeholders

- High-level overview on the topics:
 - Cluster launch, engaging the stakeholders that matter
 - Cluster members, who's in your cluster?
 - Nailing your value proposition, how to engage your target partners and members?

Online workshop #2: Cluster strategy

- Introduction to cluster strategy:
 - From Triple Helix to Pentagonam
 - Developing a ten-year cluster strategy
 - Strategic pillars, KPIs and projects for clusters

Online workshop #3: Cluster business model

- Introduction to cluster financing and business models
 - Cluster financing models
 - Cluster budgets
 - Cluster business models and how they evolve over a ten-year timeline

Online workshop #4 Governance & leadership

- Introduction to Cluster structure, governance and leadership
 - From ecosystem to network to cluster
 - Governance structures that work
 - Building a cluster governance model; key roles, key leadership roles
 - Cluster leadership, eight levels

Online workshop #5: TBD/AMA

- Topics to be decided based on input from participants
- Cluster application: key pointers

**Sharing tools,
templates
reports, canvases
and materials for
anyone that
want to use it**



Stockholm, already a leading innovation ecosystem is pushing for next level with the new Excellence Cluster Program

Developing an Excellence Cluster?

Checklist



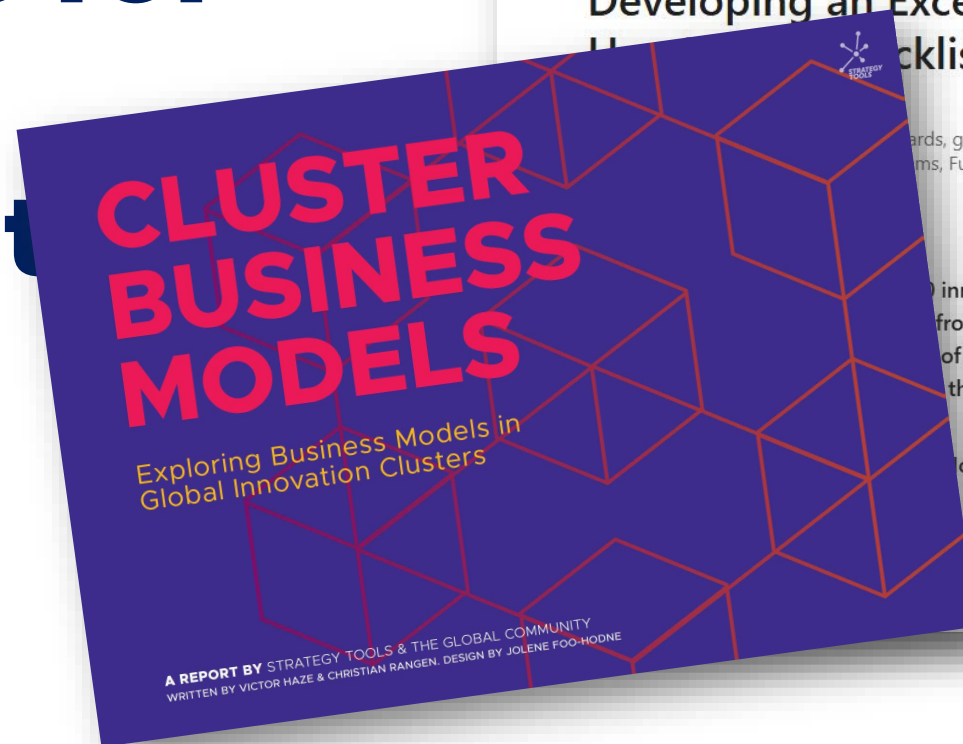
ards, governments, innovation agencies,
ms, Fund-of-funds & innovation cluster...



innovation clusters. From AI & tech in Saudi
from seafood in Norway to deep tech in
of national or regional innovation
the #1 engine of innovation in that system.

How can a small and engaged team get a

for Excellence Cluster in Sweden, I wrote



Christian Rangen

Christian@engage-innovate.com

Christian@strategytools.io

+47 92415949



CLUSTER BUSINESS MODEL



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

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.

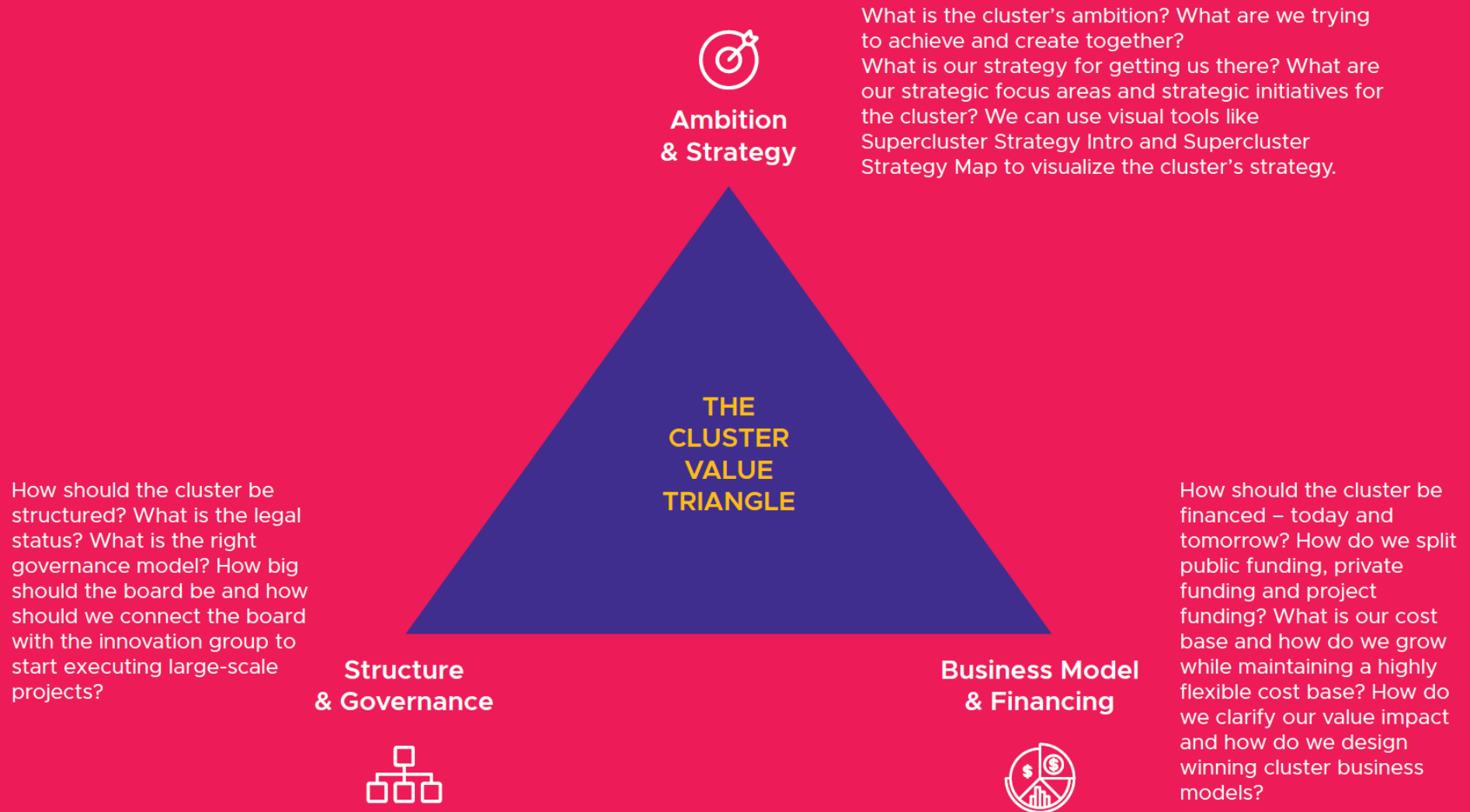
Often, we find there are creative ways to manage costs, through talent sharing, internships, co-locating with founding partners and generally keeping costs lean, low and flexible.

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.

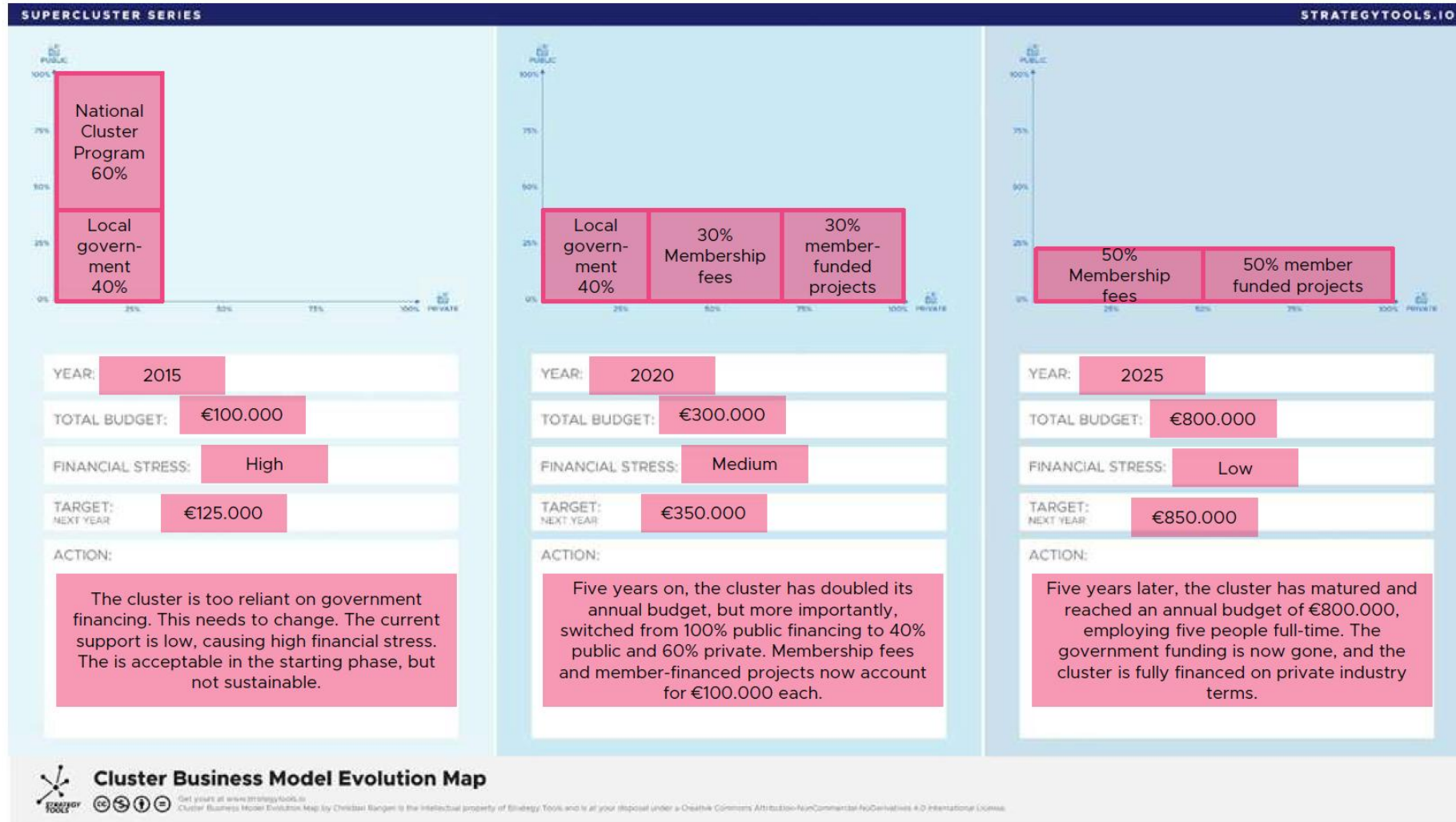
For many, this is a difficult exercise. Many clusters, we find, tend to measure the easy things (number of members, number of events, how many people have joined a webinar). Few are truly adept at measuring the outcome of the cluster. Granted, this can be exceedingly hard, but it is possible. (hint,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

The Cluster Value Triangle is a strategy framework that allows us to bring the key elements of strategy, structure and business model together in one integrated framework. The Cluster Value Triangle is often used with cluster boards, cluster management teams to connect these pieces into a single solution.



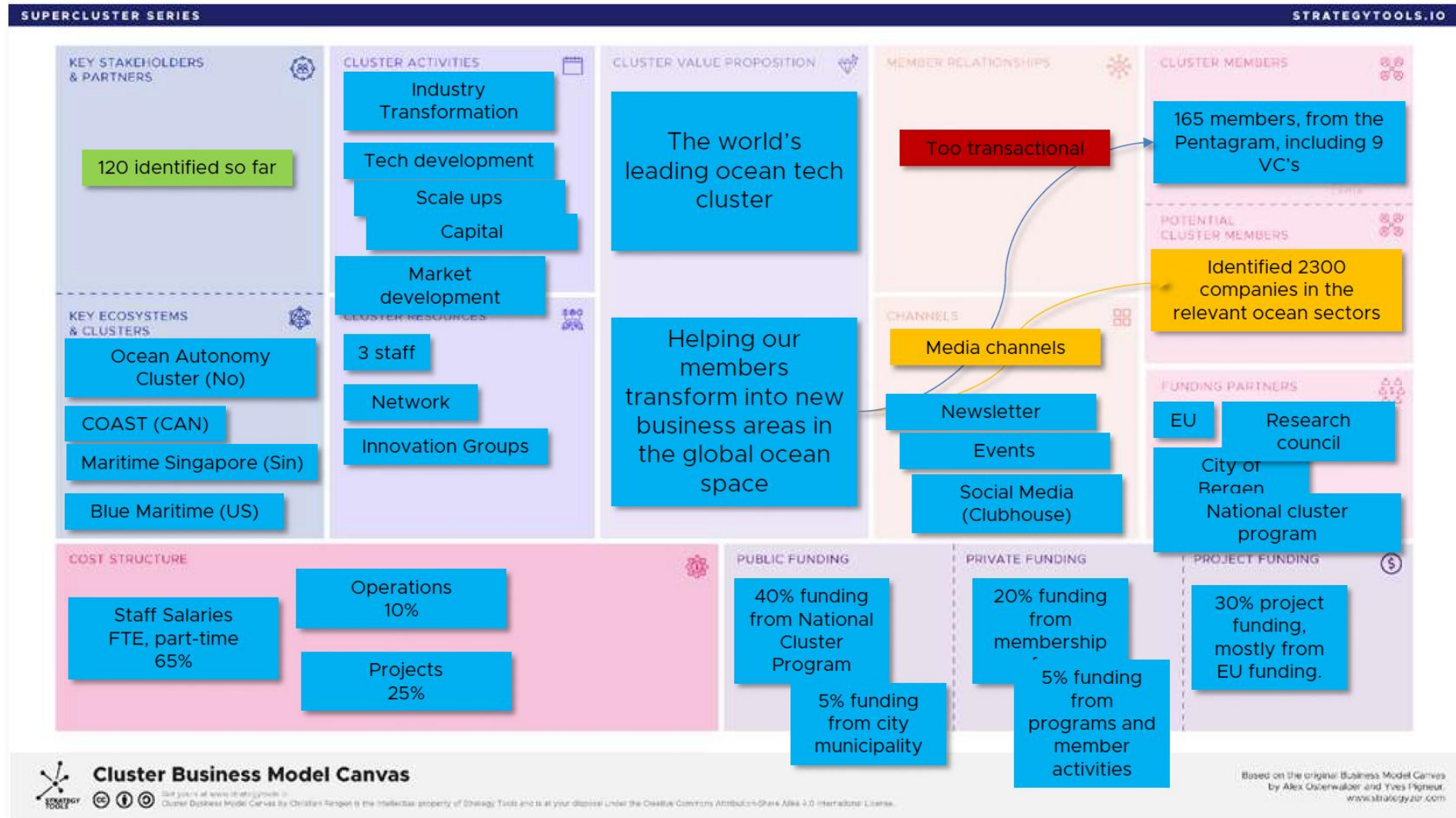
From government to self-sustaining Growth cluster

Here is one example of how a cluster can evolve its business model over a ten-year period, going from 100% government to 100% private financing.



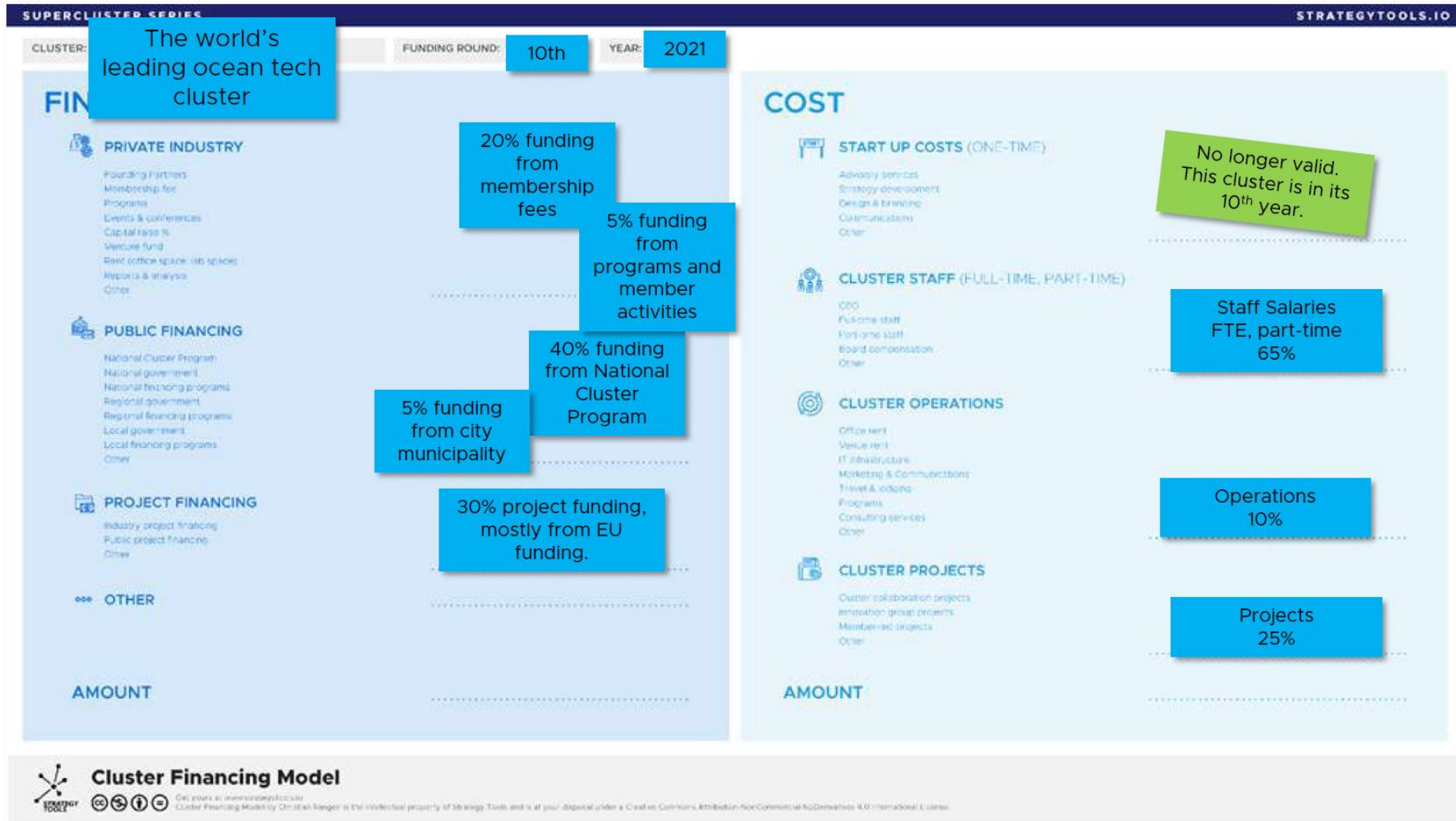
Creating the world's leading ocean tech cluster

How would we design the cluster business model for a globally leading ocean tech cluster? Well, this could be one way. Notice the diversity in financing. See also the blue as as-is, and the orange as 'in action'. The orange part represent a different target group (new members), so the channels would also be different than existing members



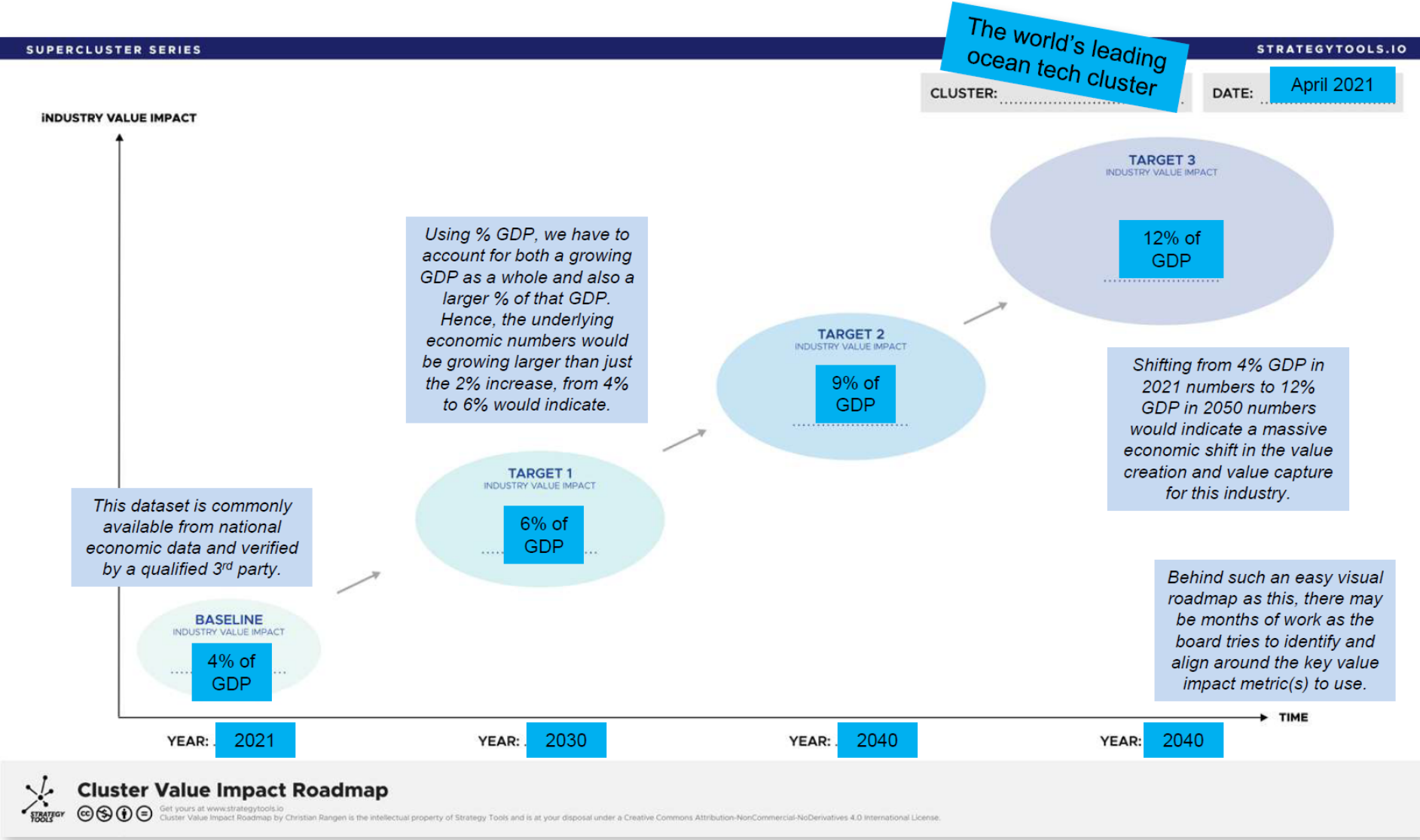
Creating the world's leading ocean tech cluster

Building on the cluster business model canvas, we can dig deeper into the financing model. Here, we see the ocean tech cluster in its 10th year, with a fairly diversified financing model. Note the green note, with startup costs only being applicable in the first year.



What is the potential value impact of the world's leading ocean tech cluster?

Now it gets more interesting. This Value Impact Roadmap can go in different directions, using different value impact metrics. In this example, we use the metric of % of GDP (Gross Domestic Product) which is a commonly available statistic.





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**ZOOM IN ON
SWEDEN**



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