

Developing a successful cluster business model

Cluster Business Models

Carolina Pedrosa

Victor Haze

#EUClusterConference



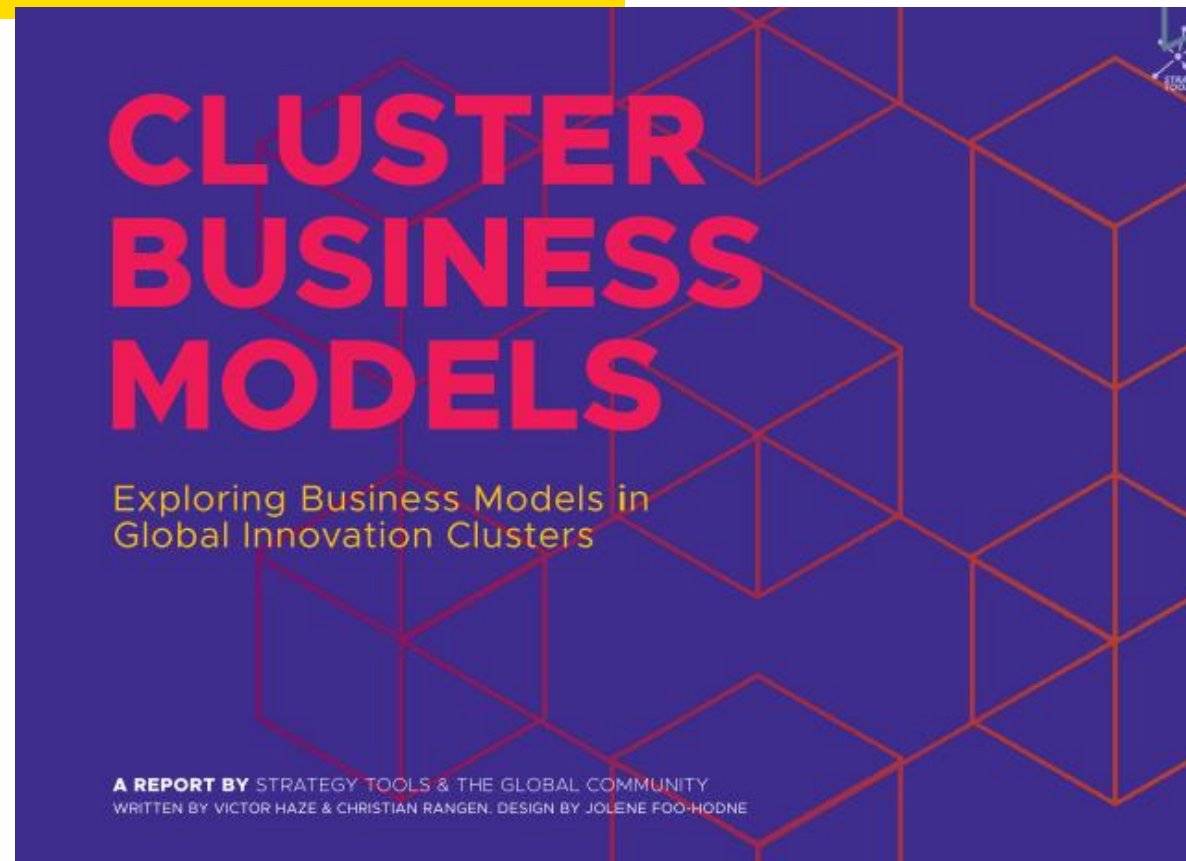
EUROPEAN CLUSTER CONFERENCE 2024

7-8 MAY 2024, BRUSSELS

Program

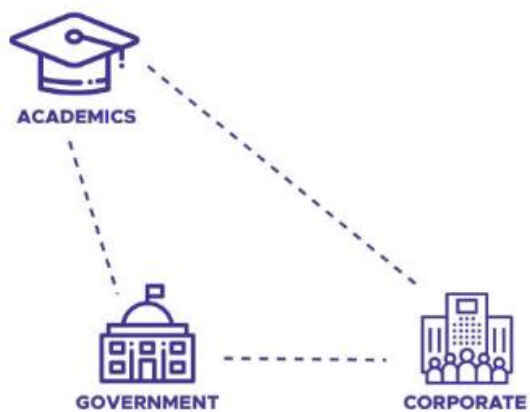
12.15-12.30	Introduction by Victor Haze
12.30-12.55	Short Intro by 5 Panelists
12.55-13.30	Guided discussion among panel
13.30-13.45	Q & A / Discussion with audience
	Sli.Do word cloud creation

- Co- authored by global community
- 6 different clusters with their history & development
- Active participation
- Strategic thinking
- Cluster Managers and Policy advisors

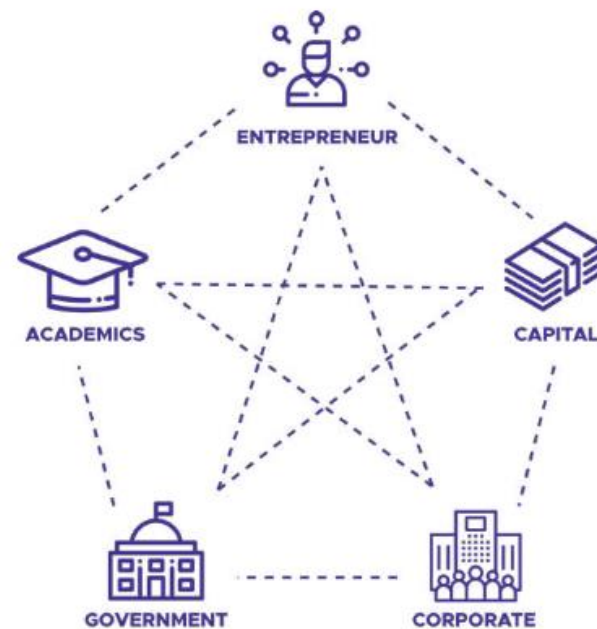


Why is it important?

- Sharing knowledge and experiences
- Making clusters more resilient and sustainable
- Working towards common goals and language



Triple Helix
1990's – 2010's



Pentagon
2010's –

Cluster Value Triangle



AMBITION

What is our mission and ambition?



FOCUS AREAS

What are our strategic pillars?
(we often recommend five)



VALUE IMPACT

What is the value we aim to create or the impact we aim to have?



ROADMAP

What does our strategy roadmap and timeline look like?



Ambition
& Strategy

THE
CLUSTER
VALUE
TRIANGLE

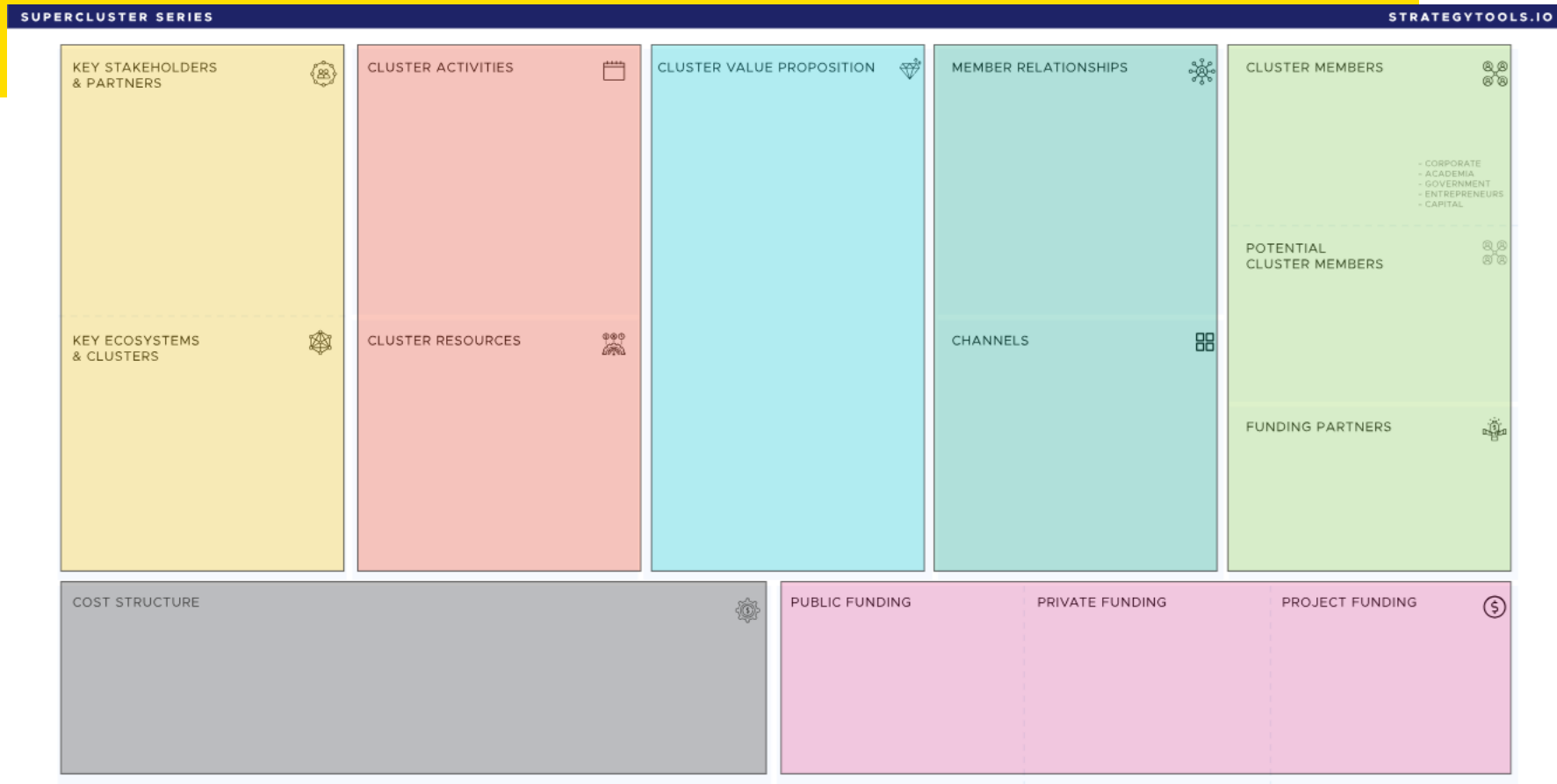
Structure
& Governance



Business Model
& Financing



Two main tools



Cluster Business Model Canvas

Get yours at www.strategytools.io

Cluster Business Model Canvas by Christian Rangen is the intellectual property of Strategy Tools and is at your disposal under the Creative Commons Attribution-Share Alike 3.0 Unported License.

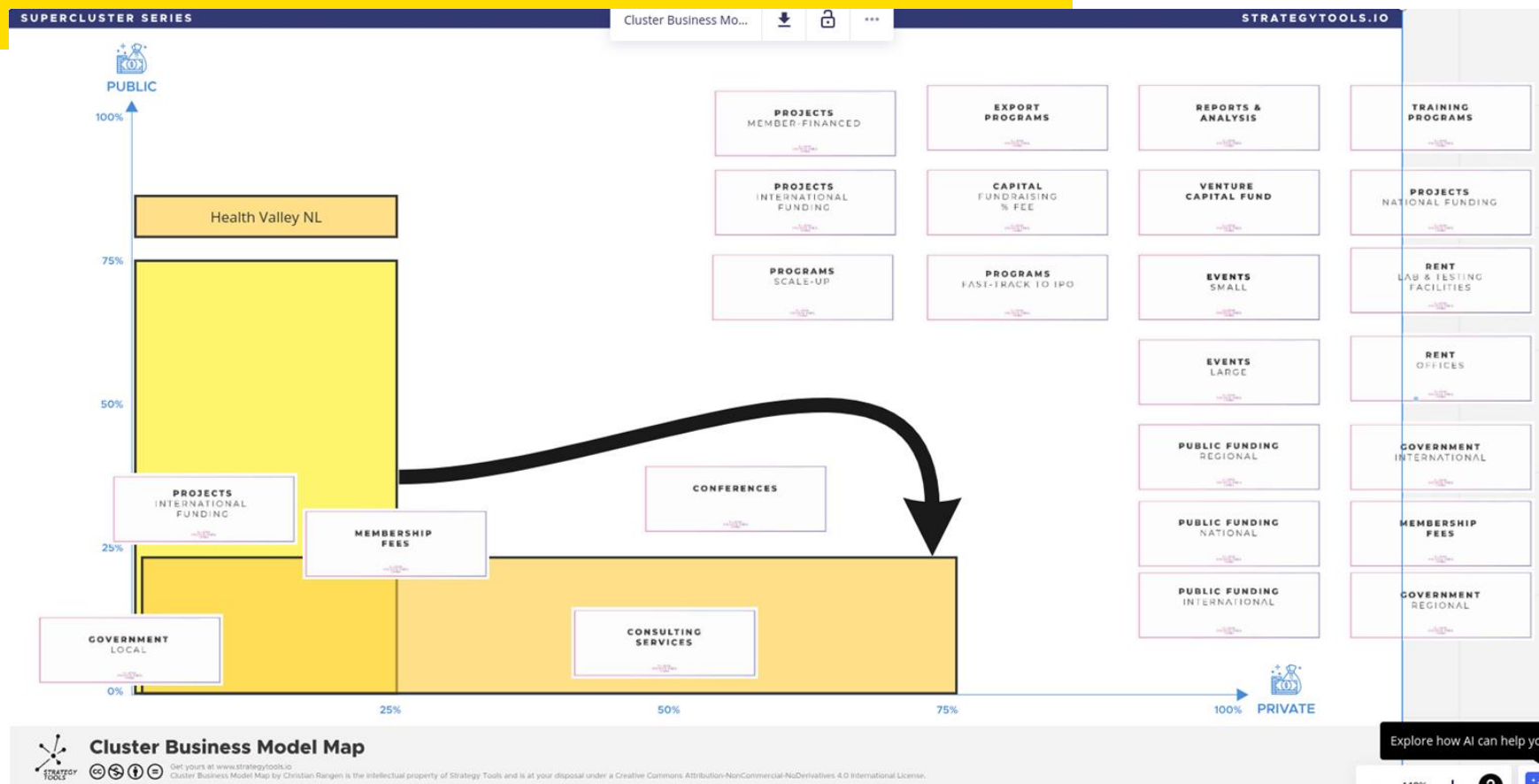
Based on the original Business Model Canvas
by Alex Osterwalder and Yves Pigneur
www.strategyzer.com

- Building blocks of a business model
- Based on a common perception
- Public funding options
- Private funding options
- Project funding options
- Capital / Investment / Accelerator

GOVERNMENT REGIONAL <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	TRAINING PROGRAMS <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	MARKET REPORTS <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	REPORTS & ANALYSIS <small>EU CLUSTER FUNDING (2014-2020) 2014</small>
CONSULTING SERVICES <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	EVENTS SMALL <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	RENT OFFICES <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	PROJECTS MEMBER-FINANCED <small>EU CLUSTER FUNDING (2014-2020) 2014</small>
PROGRAMS STARTUP <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	PROJECTS INTERNATIONAL FUNDING <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	PUBLIC FUNDING INTERNATIONAL <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	PROGRAMS ACCELERATOR <small>EU CLUSTER FUNDING (2014-2020) 2014</small>
EXPORT PROGRAMS <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	GOVERNMENT LOCAL <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	PROGRAMS FAST-TRACK TO IPO <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	CAPITAL FUNDRAISING % FEE <small>EU CLUSTER FUNDING (2014-2020) 2014</small>
PUBLIC FUNDING NATIONAL <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	PROGRAMS SCALE-UP <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	CONFERENCES <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	DIGITAL PLATFORM <small>EU CLUSTER FUNDING (2014-2020) 2014</small>
GOVERNMENT INTERNATIONAL <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	VENTURE CAPITAL FUND <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	PUBLIC FUNDING LOCAL <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	EVENTS LARGE <small>EU CLUSTER FUNDING (2014-2020) 2014</small>
PROJECTS NATIONAL FUNDING <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	PUBLIC FUNDING REGIONAL <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	MEMBERSHIP FEES <small>EU CLUSTER FUNDING (2014-2020) 2014</small>	RENT LAB & TESTING FACILITIES <small>EU CLUSTER FUNDING (2014-2020) 2014</small>

Business Models: Health Valley transition

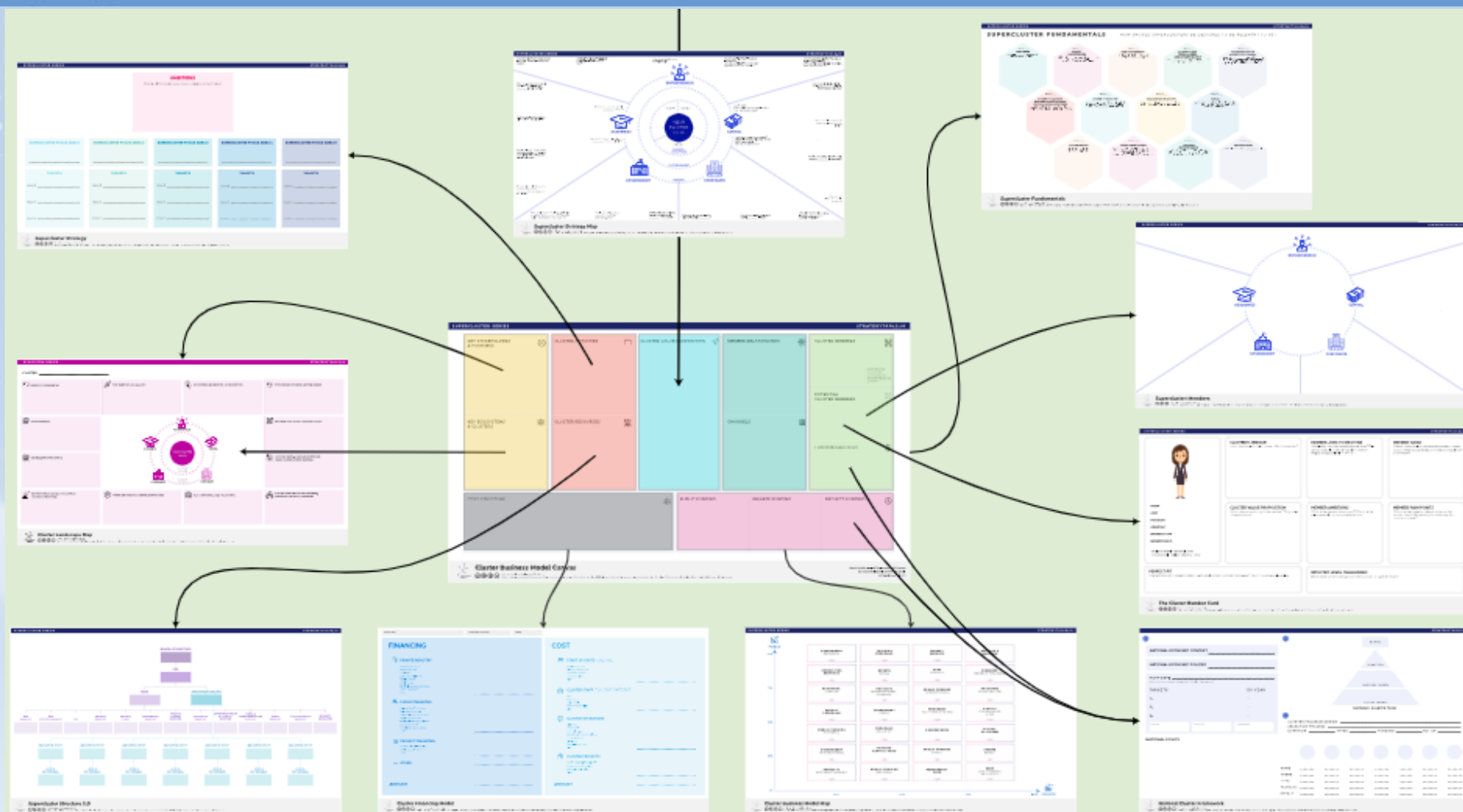
- From public to private funding
- In 3 years
- Challenges
- Service packages



Business Model Health Valley NL

- Do it with your team / stakeholders / beneficiaries
- Use a facilitator if you want to participate in it yourself
- Use the five pillar representatives to get a 360 vision.





Program

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Ásta Kristin Sigurjónsdóttir

- Experienced Cluster Manager with a demonstrated history of working in the international trade, innovation, and development industry.
- Skilled in International Project Management, Cluster Business Models, Accelerator developments, Business Planning, Analytical Skills, Sustainability, and Government.
- Managing the Iceland Tourism Cluster since 2016
- Board of directors in the Global Cluster Network – TCI.

CLUSTER MANAGEMENT & BUSINESS MODELS

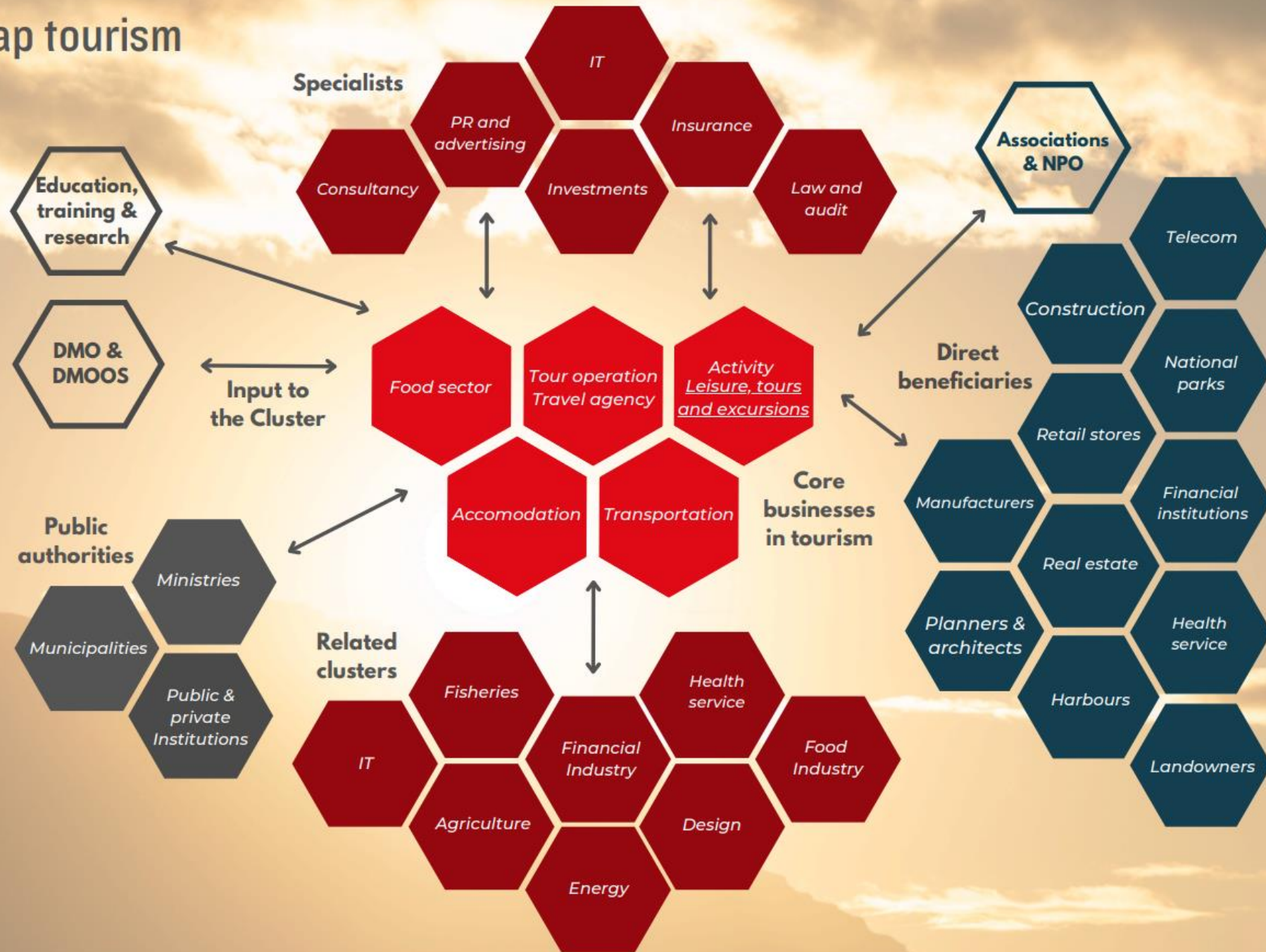
Speaker: Ásta Kristín Sigurjónsdóttir, CEO OF ICELAND TOURISM CLUSTER



ÍSLENSKI
FERÐAKLASINN
Iceland Tourism Cluster



Cluster map tourism



Flipping the income and cost

From:

70% membership fee (35 members)
30% other projects
(total revenue in 2017 170.000 EUR)

To:

70% other projects
30% membership fee (55 members)
(total revenue in 2022 400.000 EUR)





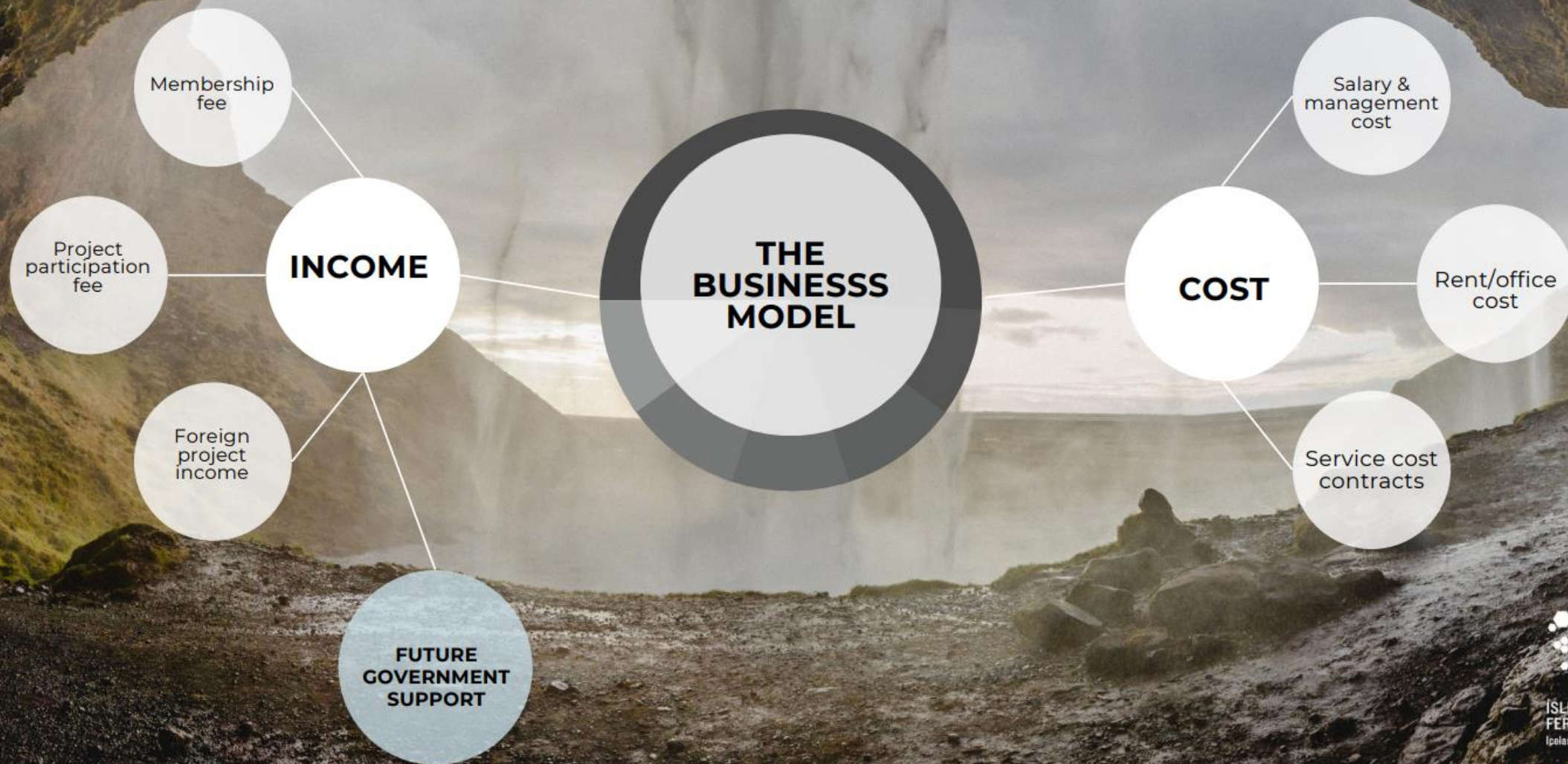
My version of the perfect Business model
and the most sustainable for the longer run

50% projects

30% membership fee

20% Government partnership

What's your take?



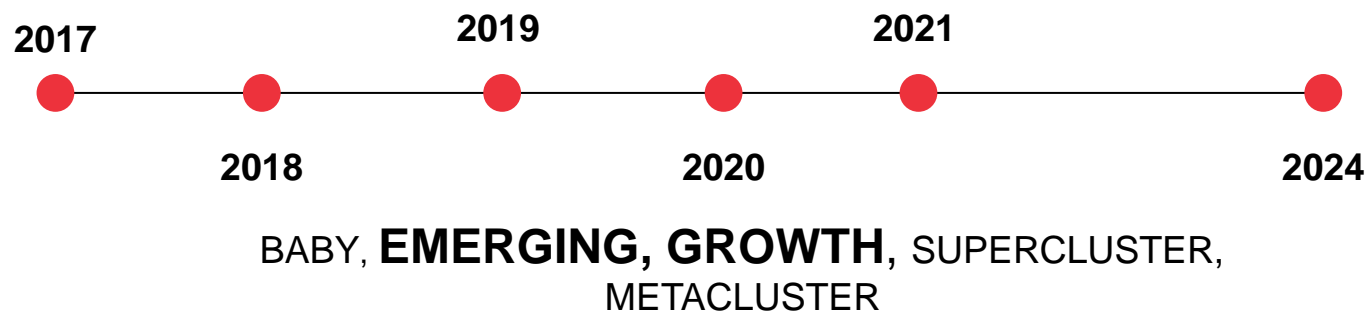
ÍSLENSKI
FERÐAKLASINN
Iceland Tourism Cluster

Nicolò Bertolini

- European initiatives and projects of Clust-ER MECH
- Master's Degree in International Management and another in Sustainable Development
- Prior to his work in Clust-ER MECH, he held roles in several sectors such as banking consultancy, social innovation, and entrepreneurship.
- Projects pursuing the support of innovation in SMEs, such as AMULET - regarding advanced materials and lightweight - and GEMSTONE - for green manufacturing.

CLUST-ER MECH

1. THE STORY



2. THE NETWORK

90+ COMPANIES

40+ R&D LABS

8 TRAINING
CENTERS

2 NETWORKS



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CLUST-ER MECH

3. THE NUMBERS

Funding sources (average yearly data)

27,2% EUROPEAN PROJECTS

47,6% REGIONAL CALLS

25,1% MEMBERSHIPS' FEE

4. THE BUSINESS MODEL(S)?

KEY PARTNERS

KEY ACTIVITIES

KEY RESOURCES

COST STRUCTURE

Value Proposition

What value do we deliver?

What "customers'" problem are we helping to solve?

"CUSTOMER" RELATIONSHIPS
CHANNELS

"CUSTOMER" SEGMENTS
REVENUE STREAMS

Barbara Gibbon

- 25 years of experience in the Canadian public service, with a career that spans policy, program management and corporate roles at several departments
- Director General at Innovation, Science and Economic Development Canada, responsible for the Global Innovation Clusters program. The program is investing nearly \$2B in federal funding to support five not-for-profit Clusters, which are charged with building ecosystems of competitive advantage for Canada.

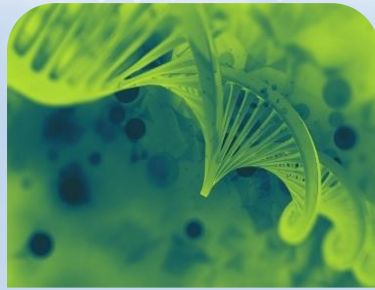
Canada's Global Innovation Clusters



Digital Technology (BC)

\$298M

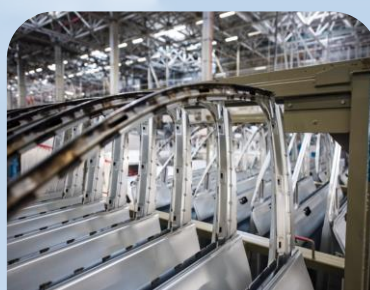
To solve societal problems with Canadian-made digital technologies, including digital health and data commons



Protein Industries Canada (Prairies)

\$323M

To position Canada as a global source of high-quality plant protein and plant-based products



Advanced Manufacturing (NGen) (Ontario)

\$427M

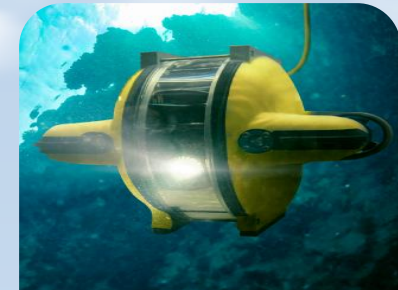
To connect advanced manufacturing & tech to drive digital transformation in Canada



Scale AI (Québec)

\$355M

To boost productivity across industries in Canada by integrating AI with supply chains



Oceans (Atlantic)

\$278M

To grow Canada's ocean economy in a sustainable, digital, and inclusive way

Canada's Clusters are making an impact

High industry investments

A total co-investment of over **\$2.34 billion** on **519+ approved projects***

\$1.45 billion from industry and other partners*

Exceeding SME goals

More than **78% of business*** partners in projects are **SMEs**

75% of SMEs* participating in projects anticipate or experienced **scale-up potential**

High Membership Buy-In

Engaging over **8,600+ members**** across all five clusters

2,633 members participating in projects*

Creation of high-skilled jobs

On track to create or sustain 23,900 FTE jobs in Canada's economy during its initial funding period from FY 2018-19 to FY 2022-23 with \$1.6 billion in total project spending.***

*Based on figures last reported by the Global Innovation Clusters on December 31, 2023

**Based on figures last reported by the Global Innovation Clusters on September 30, 2023

***Based on figures from 2022 EY report on March 22, 2022

Global Innovation Clusters into the Future

A National Force

- Develop ecosystems that create a global advantage for Canada by attracting investment, developing a global profile, and collaborating on projects at a national scale

A Driver of Growth

- Accelerate the scale-up of SMEs in cluster projects by fostering collaboration and integration into emerging value chains, to drive international opportunities, expand market share, and grow revenues

A Creator of Networks

- Strengthen connections and collaborations between private, public, and academic organizations to drive impactful commercialization outcomes and develop domestic capacity.

Catalyst for Skill Development

- Address skills gaps, act as a magnet for global talent, collaboration, and skills and talent development, and foster opportunities for equity-seeking groups to benefit from connections, to drive innovation and contribute to inclusive economic growth



Annie Renders

- Head of the Cluster Policy unit and responsible for strategic relations at Flanders Innovation & Entrepreneurship (VLAIO).
- Member of the board of directors at VLAIO, part of the Flemish Government.
- Joined the Flemish Agency for Innovation, since 2016 integrated in Flanders Innovation and Entrepreneurship.
- Coordination of the regional innovation eco-system, in the monitoring of innovation policy in Flanders and more recently in the development, implementation and coordination of the Flemish Cluster policy.

Heikki Sirviö

- Expert on regional development and policy as Regional Development Manager at the Regional Council of Pohjois-Savo in Finland.
- Preparing and supervising The Regional Strategic Plan and the Regional Programme
- Facilitates research, development, and innovation activities and cooperates with educational institutions and international partners.
- International Relations (Masters) and Political Geography (PhD), publishing at the University of Oulu and the University of Helsinki.

Pohjois-Savo, Finland

Capital of Lakeland



Strong Innovator (Regional Innovation Scoreboard)

Area
21 078 km²

Population
250 000

Companies
15 563

Turnover
13,1 Bn EUR

Educational
institutions
11

Research institutions
10

S3s
Food products
Biorefining
Wellbeing
technology
Tourism

S3s
Machine and energy
technology
Forest industry
Intelligent
water
systems

Regional Councils in Finland

- The regional level is anchored by the Regional Councils, which are joint municipal authorities acting as the main planning and coordination bodies for regional development.
- The councils are responsible for drafting regional development plans, which outline strategic priorities based on the region's specific needs and potential.
- The Regional Councils ensure that local initiatives are in harmony with national development goals and serve as a platform for collaboration among municipalities, facilitating the pooling of resources and knowledge for regional projects.
- Regional Councils coordinate regional development efforts and can access EU funds and national grants to support projects that stimulate economic growth and improve infrastructure.
- The councils are governed by a Regional Assembly, which is an elected body comprising representatives from the member municipalities. These representatives are elected based on local elections, ensuring that the composition of the Regional Assembly reflects the political will of the region's inhabitants.



Pohjois-Savon liitto
Regional Council of Pohjois-Savo



Regional business, knowledge, and innovation ecosystems

Being developed:



Creative industries, events, tourism



DESIGN CENTER

BUSINESS CENTER
POHJOIS-SAVO • NORTH SAVO

DiGiCENTERNS
THE DIGITAL INNOVATION HUB OF NORTHERN SAVO REGION

WELLNESS CENTER

BIO AND CIRCULAR CLUSTER
NORTH SAVO FINLAND

KUOPIO WATER CLUSTER

AgriFood
Pohjois-Savo, Finland

Super Ecosystem

KUOPIO HEALTH

Energy Cluster
POHJOIS-SAVO • NORTH SAVO

KES TECH

MATERIA

What is the main income source for your cluster?



PARALLEL SESSION 5: DEVELOPING A SUCCESSFUL CLUSTER BUSINESS MODEL

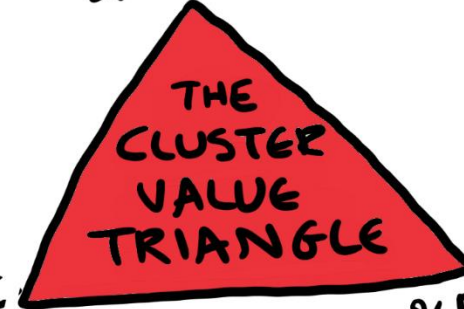
MODERATOR:
VICTOR HAZE,
ECOSYSTEM STRATEGY DESIGNER,
VICTOR HAZE STRATEGY DESIGN



WHY?



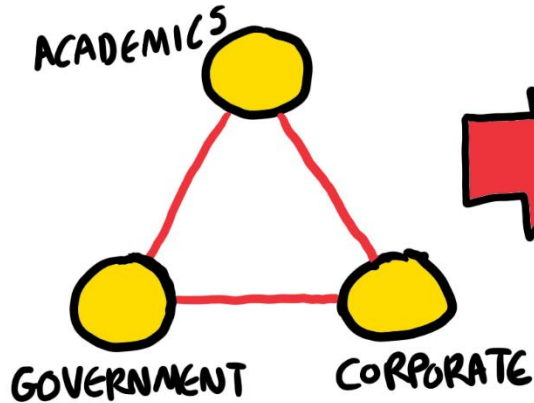
AMBITION
& STRATEGY



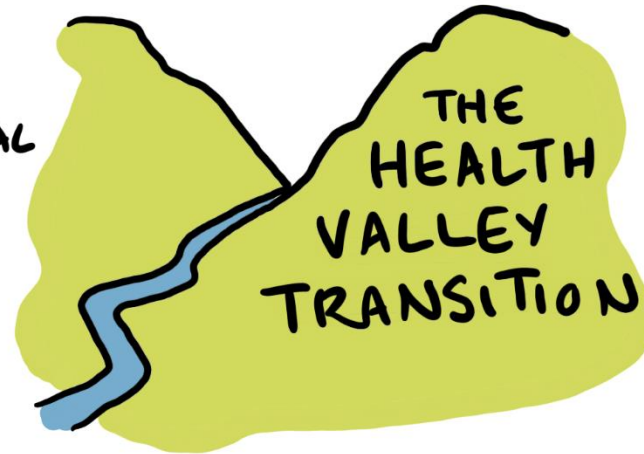
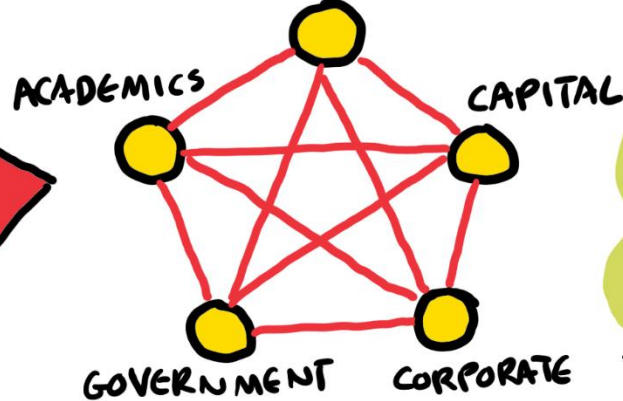
BUSINESS
MODEL
& FINANCING

STRUCTURE
& GOVERNANCE

WE NEED TO MOVE
FROM THE TRIPLE
HELIX...



... TO THE
PENTAGON!



PARALLEL SESSION 5: DEVELOPING A SUCCESSFUL CLUSTER BUSINESS MODEL

ÁSTA KIRSTEN
SIGURJÓNSDÓTTIR
CEO, ICELAND TOURISM CLUSTER

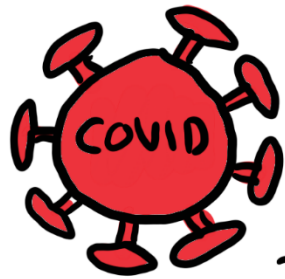


THE ICELANDIC
TOURISM INDUSTRY
FORMED THE
CLUSTER ITSELF!



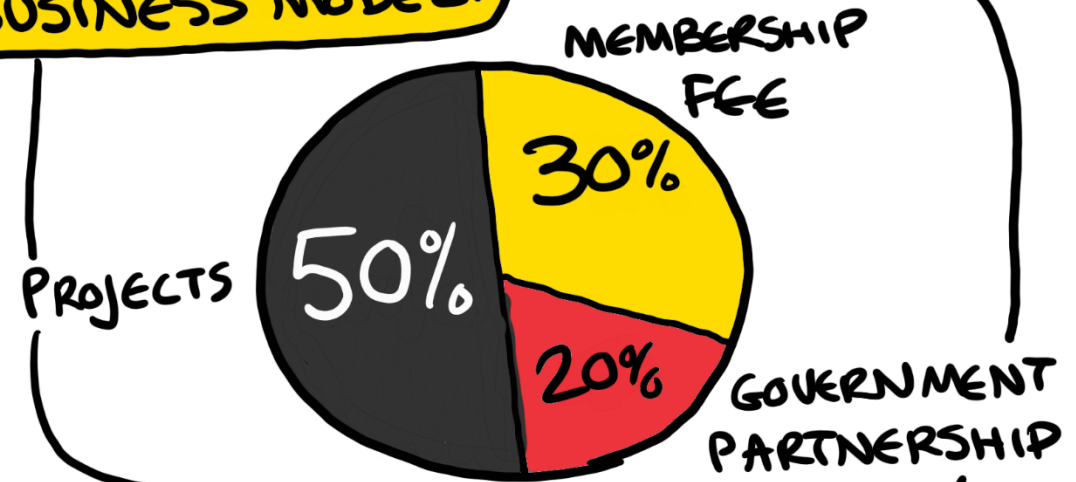
WE HAVE
A CLUSTER
MAP...

...BUT THIS WORKS
FOR ANY TOURISM
CLUSTER!



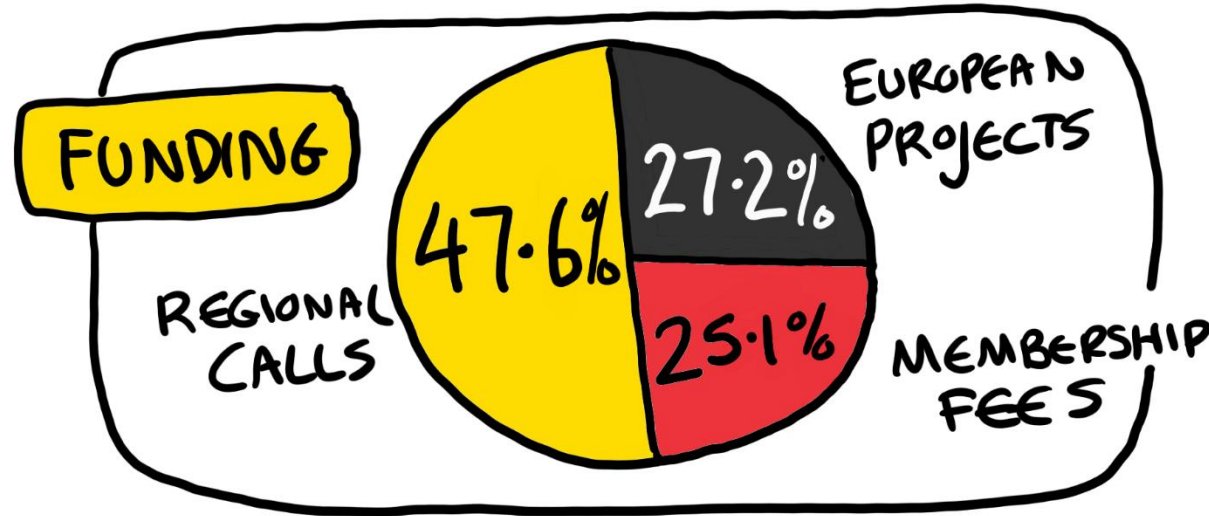
...MEANT WE
FLIPPED
THE MODEL
...AND INCREASED
REVENUE!

MY PERFECT
BUSINESS MODEL:



PARALLEL SESSION 5: DEVELOPING A SUCCESSFUL CLUSTER BUSINESS MODEL

NICOLÒ BERTOLINI,
PROJECT MANAGER, CLUST-ER MECH



WHAT VALUE DO WE DELIVER?

PARALLEL SESSION 5: DEVELOPING A SUCCESSFUL CLUSTER BUSINESS MODEL

BARBARA GIBBON,
DIRECTOR GENERAL, INNOVATION,
SCIENCE & ECONOMIC
DEVELOPMENT, CANADA

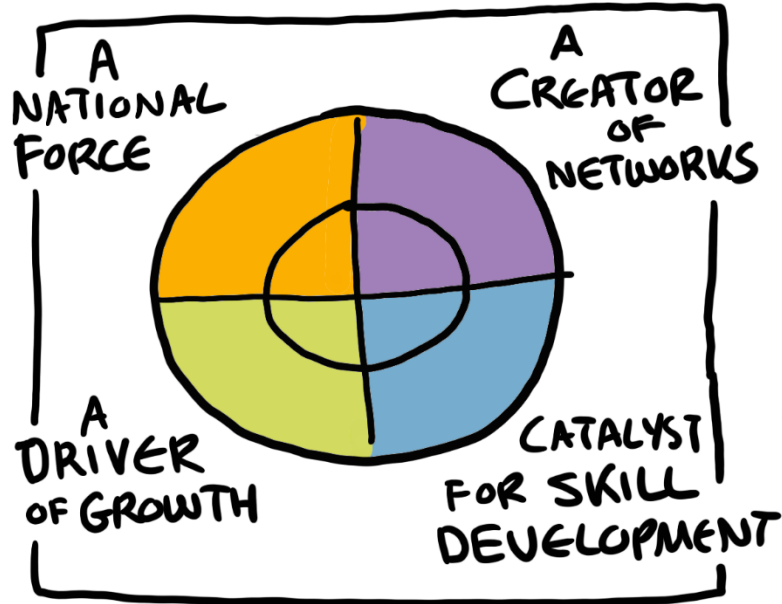


CANADA'S
GLOBAL
INNOVATION
CLUSTERS!

... ARE MAKING
AN IMPACT!

CREATION
OF HIGH-
SKILLED
JOBS!

HIGH
MEMBERSHIP
BUY-IN!



HIGH
INDUSTRY
INVESTMENTS!

EXCEEDING
SME GOALS!

EUROPEAN CLUSTER CONFERENCE 2024

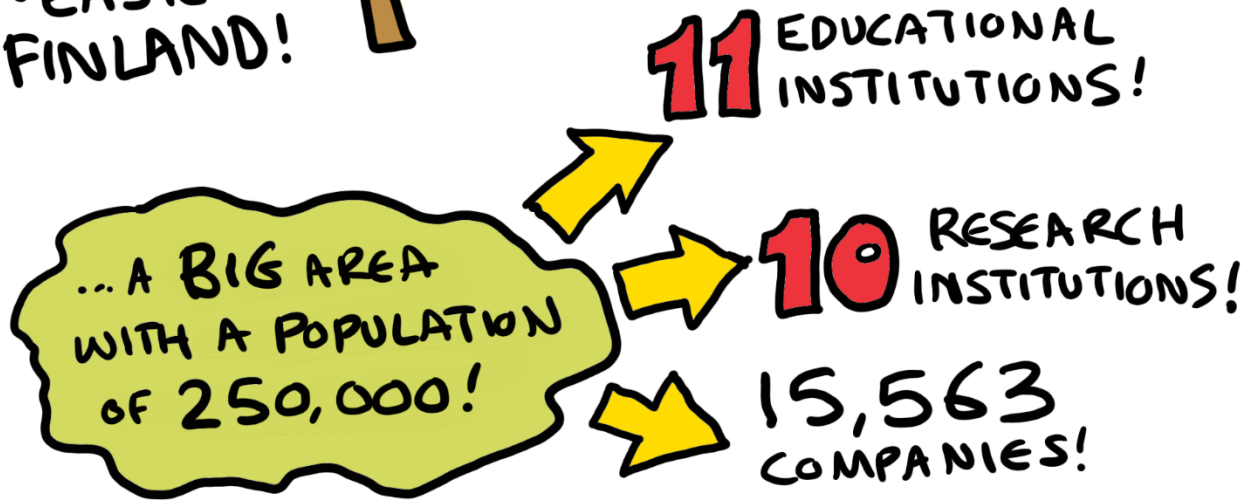
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PARALLEL SESSION 5: DEVELOPING A SUCCESSFUL CLUSTER BUSINESS MODEL

HEIKKI SIRVIÖ,
REGIONAL DEVELOPMENT
OFFICER, REGIONAL COUNCIL
OF POHJOIS-SAVO

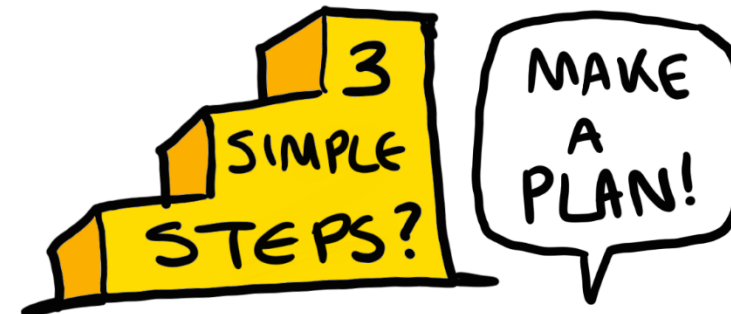
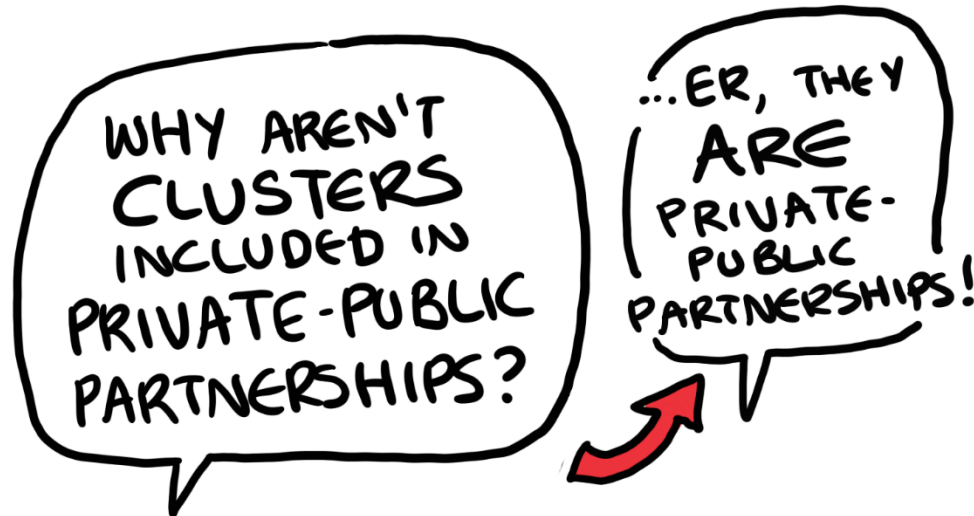
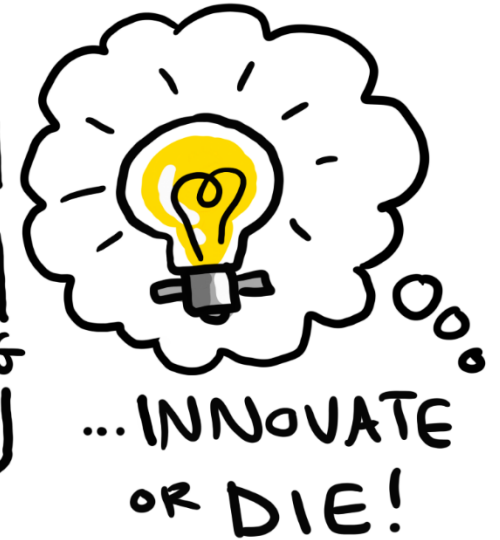
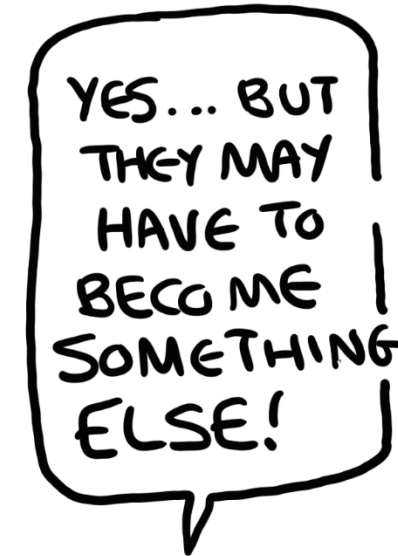
WE ARE
BASED
IN EASTERN
FINLAND!



... AND FUTURE
PROJECTS ON:

PARALLEL SESSION 5: DEVELOPING A SUCCESSFUL CLUSTER BUSINESS MODEL

MODERATOR:
VICTOR HAZE,
ECOSYSTEM STRATEGY DESIGNER,
VICTOR HAZE STRATEGY DESIGN



Bolstering start-ups and scale-ups

Elise Descamps, Program Manager, imec.istart

Andrey Kolodyuk, Founder and Managing Partner, AVentures Capital, Chairman of Ukrainian Venture Capital and Private Equity Association

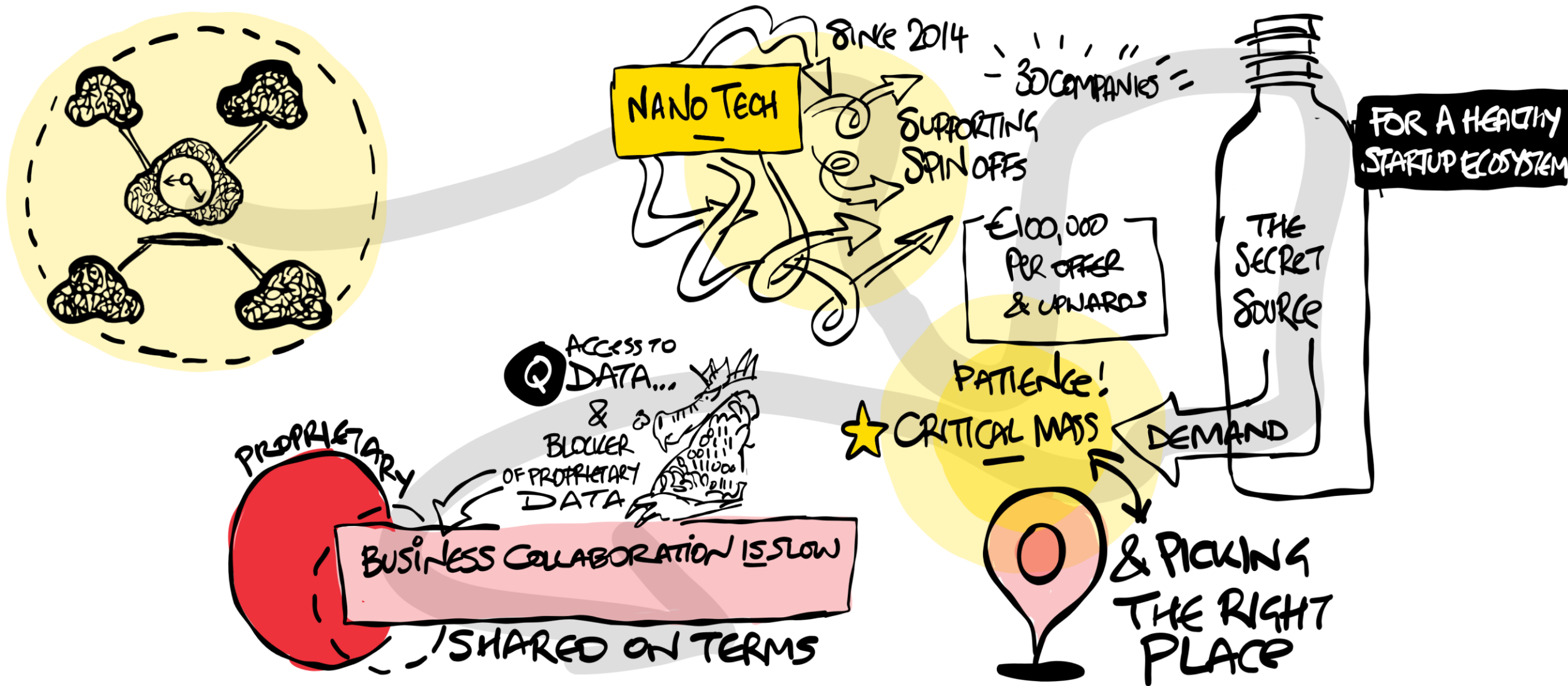
Walter Eevers, Director of Research and Development, VITO

Karine Clauwaert, Chief Executive Officer, ABSCINT

Nicolas Brien, President, European Startup Network (Moderator)

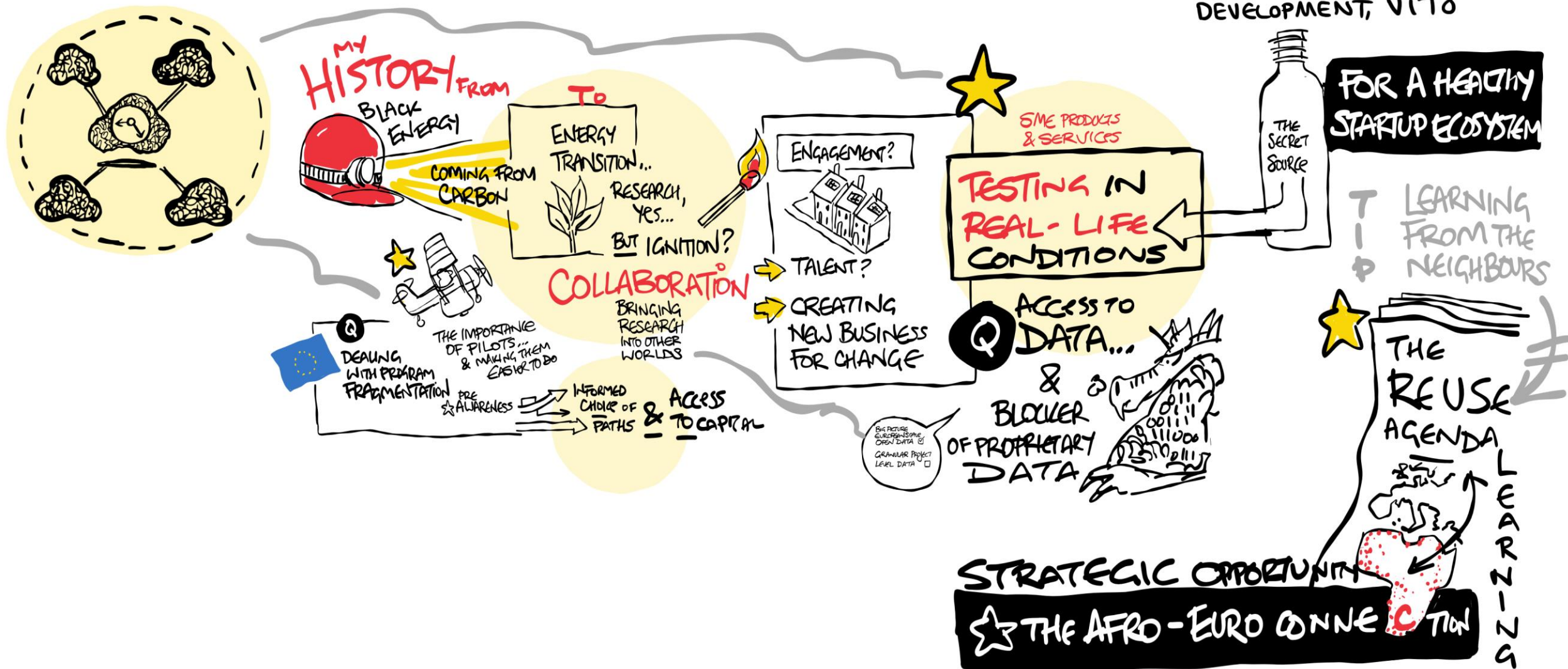
PARALLEL SESSION 6: BOLSTERING STARTUPS & SCALEUPS

ELISE DESCHAMPS.
PROGRAM MANAGER, IMEC-ISTART



PARALLEL SESSION 6: BOLSTERING STARTUPS & SCALEUPS

WALTER EEVERS,
DIRECTOR OF RESEARCH &
DEVELOPMENT, VITO



PARALLEL SESSION 6: BOLSTERING STARTUPS & SCALEUPS

ANDREY KOLODYUK,
FOUNDER & MANAGING PARTNER,
AVENTURES CAPITAL, CHAIRMAN
OF UKRAINIAN VENTURE CAPITAL &
PRIVATE EQUITY ASSOCIATION

UKRAINE

#CONTEXT INVASION 2014 // ESCALATION 2022

★ ECOSYSTEM
RESILIENCE
IS PRIVATE
ENGAGEMENT

ENTREPRENEURIAL
CULTURE

DISPERSED
UKRAINIAN
PEOPLE/TALENT

BUSINESS ACCELERATION

★ BRUSSELS HUB

UAVS
VERTICALS
AI
IT

WAR FOR TALENT

EU

US

ELSE

★ PRIVATE
INVESTMENT

FOR A HEALTHY
STARTUP ECOSYSTEM

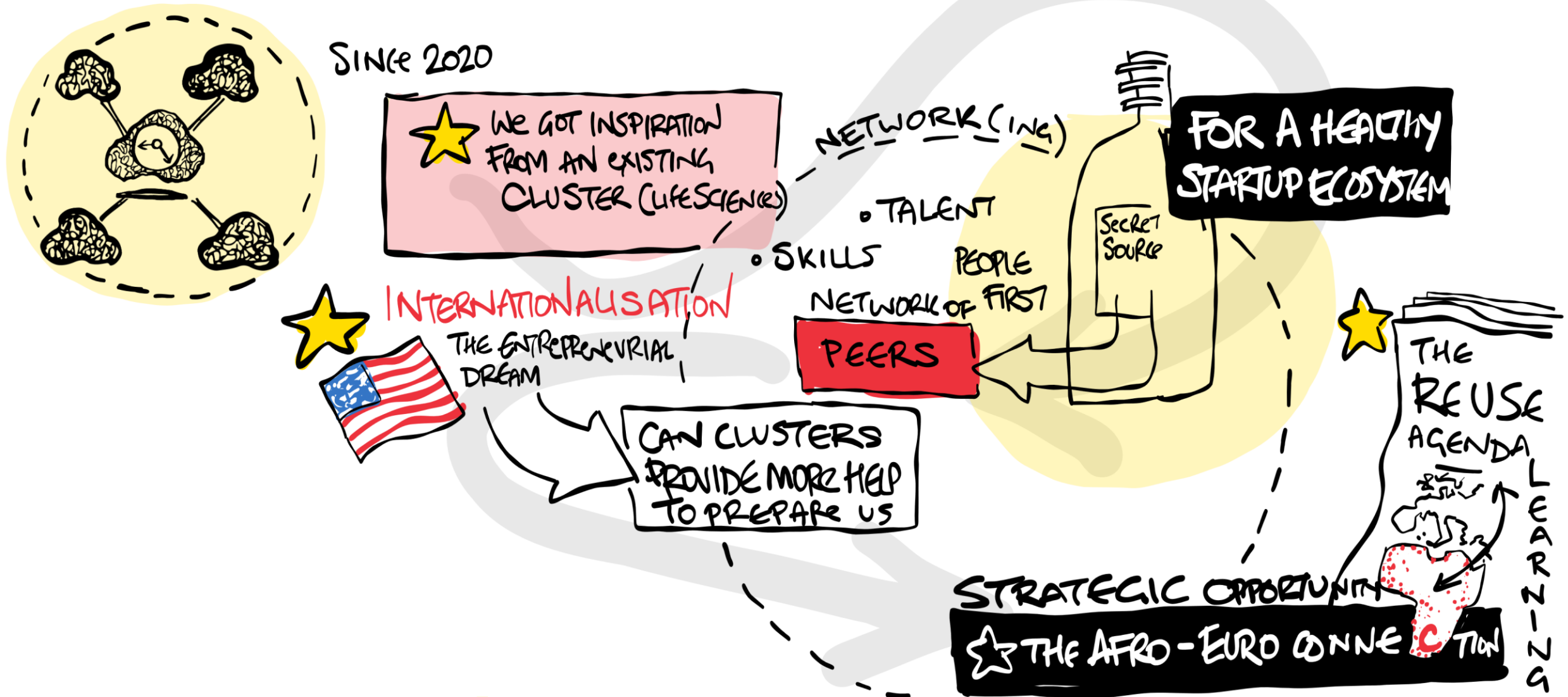
★! ADAPTING EXISTING VALUE CHAINS

AS COVID SHOWED WAS POSSIBLE

- IMAGING/MAPPING
- AGRICULTURE TECH
- AUTONOMOUS VEHICLES
- FOOD

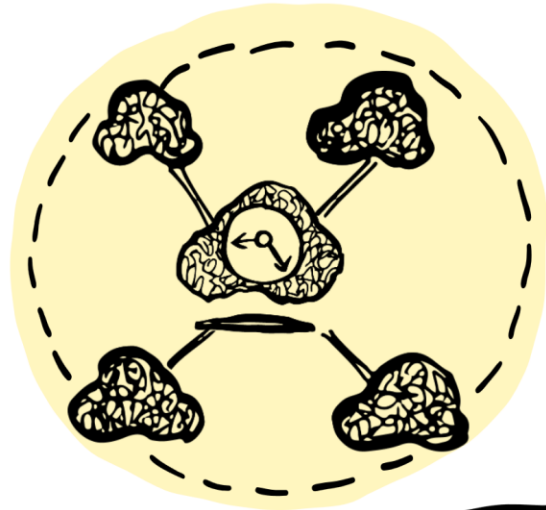
PARALLEL SESSION 6: BOLSTERING STARTUPS & SCALEUPS

KARINE CLAUWAERT,
CHIEF EXECUTIVE OFFICER, ABSCINT



PARALLEL SESSION 6: BOLSTERING STARTUPS & SCALEUPS

MODERATOR:
NICOLAS BRIEN,
PRESIDENT, EUROPEAN
STARTUP NETWORK



★ #CONTEXT
INVESTMENT
10x IN 10 YEARS
2014 - 2024

OBVIOUS
CHALLENGES

- ! GENDER BALANCE
- ! GEOGRAPHICAL BIAS / LEGACY
- ! & CAPITAL CITY FOCUS ★

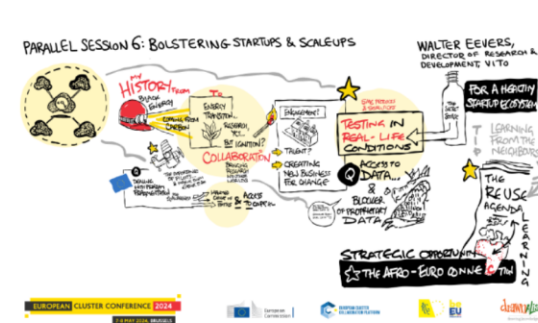
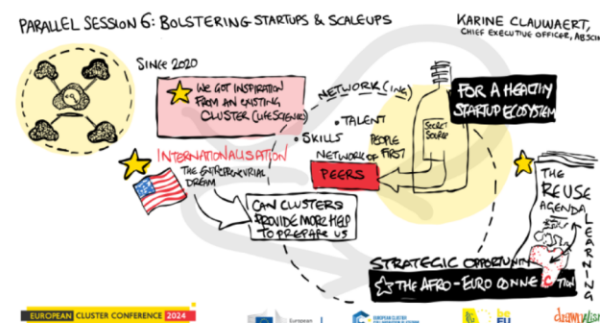
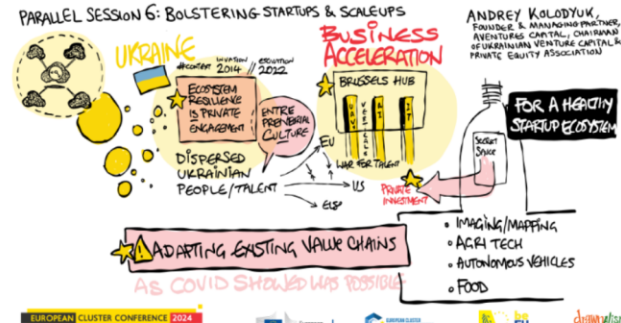
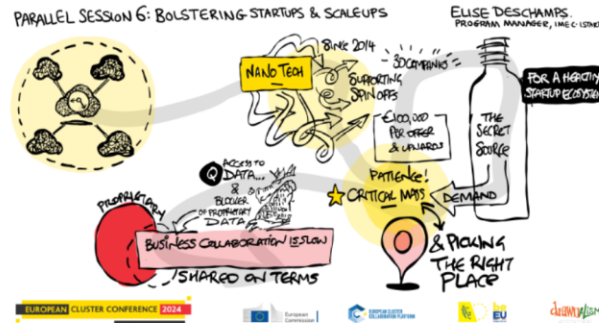
ONLY 9%
FEMALE
STARTUP
ENTREPRENEUR

THERE ARE NO
BIG COUNTRIES
IN EUROPE IN
GLOBAL TERMS

INTERNATIONALISATION

"SCALING WILL ALWAYS TAKE PLACE BEYOND EUROPE"

!
SECTORAL BLACK HOLES
WASTE & RECYCLING CHEMICALS ENGINEERING



CLUSTER MGR

ENTREPRENEUR

ENTREPRENEUR

RESEARCHER

EUROPEAN CLUSTER CONFERENCE 2024

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