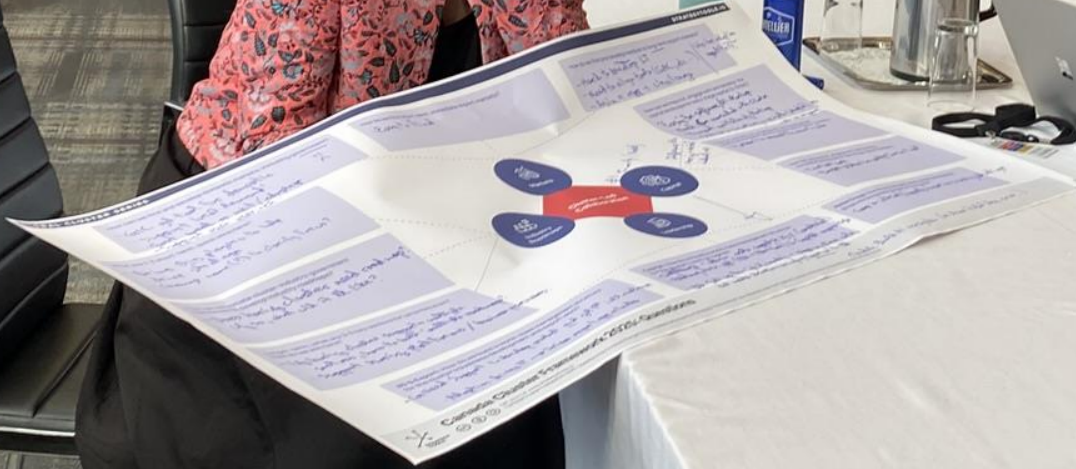
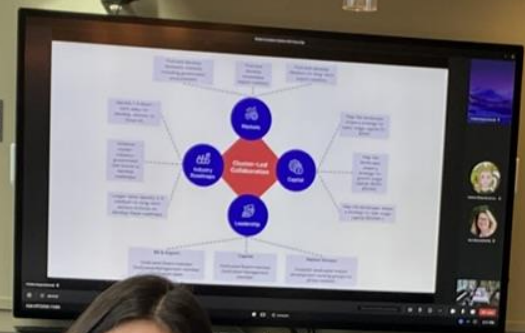


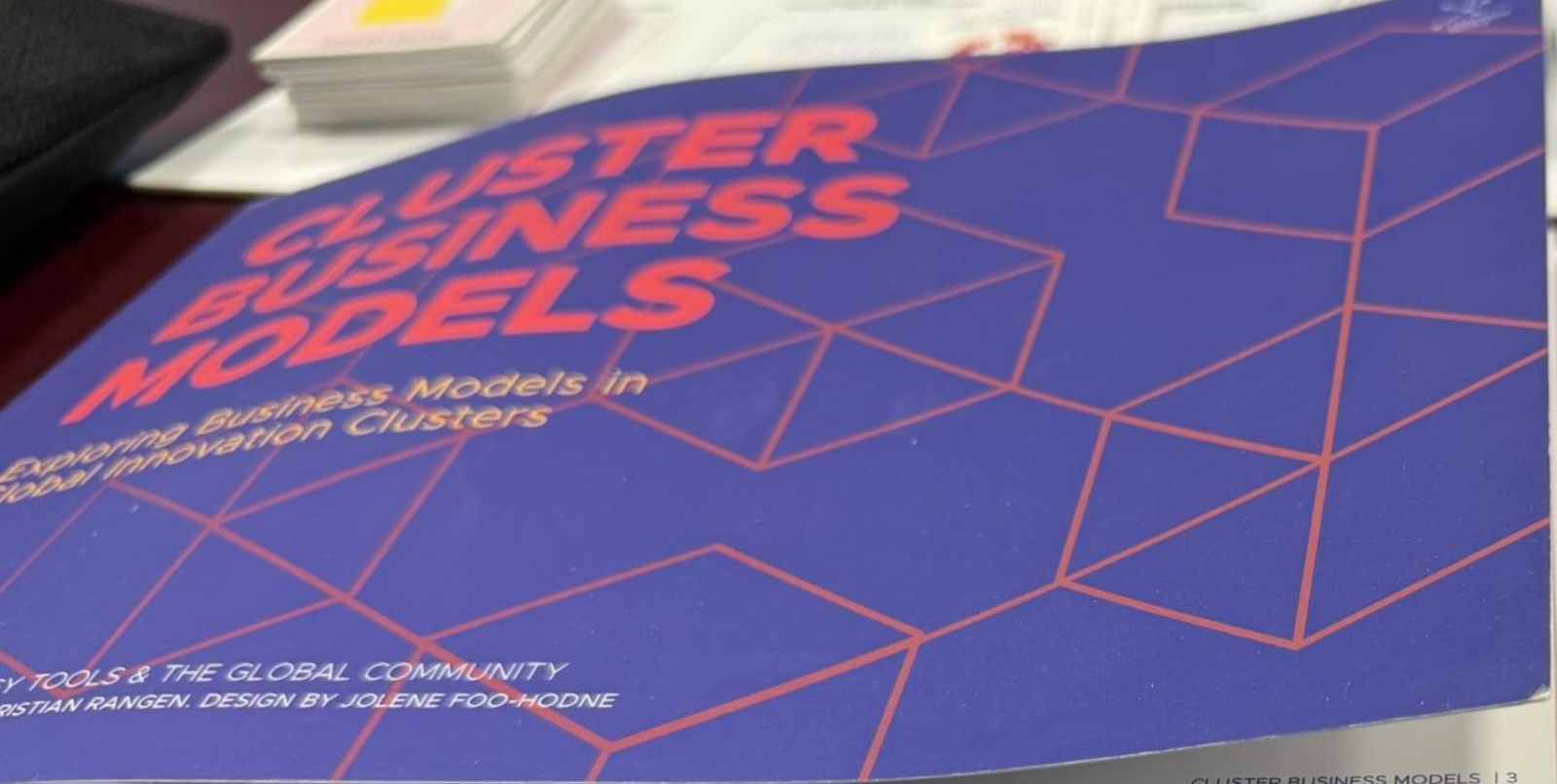
**WELCOME**

**INDUSTRIELL TECH  
SUPERCLUSTER**

Christian Rangen  
Feb 2026







# CLUSTER BUSINESS MODELS

Exploring Business Models in Global Innovation Clusters

STRATEGY TOOLS & THE GLOBAL COMMUNITY  
CHRISTIAN RANGEN. DESIGN BY JOLENE FOO-HODNE

CLUSTER BUSINESS MODELS | 3

CLUSTER BUSINESS MODELS | 87



STRATEGY TOOLS | **Cluster Business Model Canvas**  
Get yours at [www.strategytools.io](http://www.strategytools.io)  
Cluster Business Model Canvas by Christian Rangen is the intellectual property of Strategy Tools and is at your disposal.

STRATEGYTOOLS.IO

# OUR PROGRAM



BUILDING  
SWEDEN'S  
**INDUSTRIELL TECH  
SUPERCLUSTER**

WHEN WE FINISH.....

STRATEGY, DRIVE, MOMENTUM,  
TOWARDS BUILDING A LEADING  
SWEDISH INDUSTRIELL TECH  
SUPERCLUSTER

# **WHY WE ARE HERE**

**Sweden x Clusters of Excellence**

**Common understanding**

**Developing a clear strategy together**

5

Group presentations



Work fast

[Start](#) > [News and events](#) > [Newsroom](#) > [News](#) > 173 projects want to start a world-leading cluster of ex...

# 173 projects want to start a world-leading cluster of excellence

Published: 10 September 2025

To secure Sweden's role as a leading knowledge and technology nation, Vinnova is investing in clusters of excellence – powerful environments where research and innovation work together to accelerate development in strategically important technology areas. At the beginning of September, the first of several calls for proposals in the new major initiative closed. The result? 173 bold applications to make Sweden a world leader in the technologies of the future.

This web page has been machine translated. If there are any uncertainties, please refer to the Swedish text.

# The offer in brief

This the call for proposals is aimed at actors who have a bold vision, a plan and the ability to build and lead a cluster of excellence. The cluster will attract top talent and accelerate strategically important technology areas to innovation and competitiveness that strengthen Sweden.

As a first step in the initiative, Vinnova offers planning grants to formulate an engaging vision and develop an overall plan to realize the vision.

In this first stage, we plan to finance approximately 30 planning projects with a maximum of SEK 1.5 million each. The projects must start no later than November 14 and end no later than March 31, 2026. It is possible to participate in future stages even if you do not apply for this call for proposals. Over the next four years, Vinnova will invest approximately SEK 1 billion in the establishment of the clusters.

Vinnova has been commissioned by the government to carry out a large-scale effort on clusters of excellence in six groundbreaking and strategically important technology areas:

- Artificial Intelligence (AI) and Autonomous Systems
- Advanced digital technology including semiconductors
- Quantum technology
- Energy technology
- Materials and production technology
- Biotechnology

The cluster will become a leader in the strategically selected technology areas to strengthen Swedish research excellence and competitiveness.

# Information om nästa utlysning

Snart öppnar Vetenskapsrådet och Vinnova en utlysning för att finansiera kluster som kan göra Sverige världsledande inom banbrytande tekniker.

Några grundförutsättningar är beslutade redan nu:

- Vinnova och Vetenskapsrådet genomför satsningen på excellenskluster för banbrytande teknik som ett gemensamt program med en sammanhållen process.
- Utlysningen för etablering av excellenskluster som öppnar i vår är gemensam.
- Utlysningen och ansökningarna hanteras och bedöms av **båda** myndigheterna tillsammans.
- Ansökningarna ska beskriva excellenskluster som över tid omfattar **både** forskning och innovation.
- Ansökningarna bedöms samtidigt på **både** forskningsexcellens och innovationspotential.
- Vad gäller innovationspotential så betyder det att initialt mer forskningsorienterade kluster ändå behöver ha en tydlig avsikt, beredskap och plan för innovation. Att tidigt involvera innovationsaktörer och visionära företag angående excellensklustrets inriktning och plan kommer sannolikt att stärka ansökans bedömda innovationspotential.
- Excellenskluster som är mogna för att tidigt bygga omfattande innovationsförmågor bör inför ansökan ha formerat ett brett samarbete mellan forsknings-, näringslivs- och innovationsaktörer med flera. Det breda samarbetet bör återspeglas i excellensklustrets vision och styrgrupp.

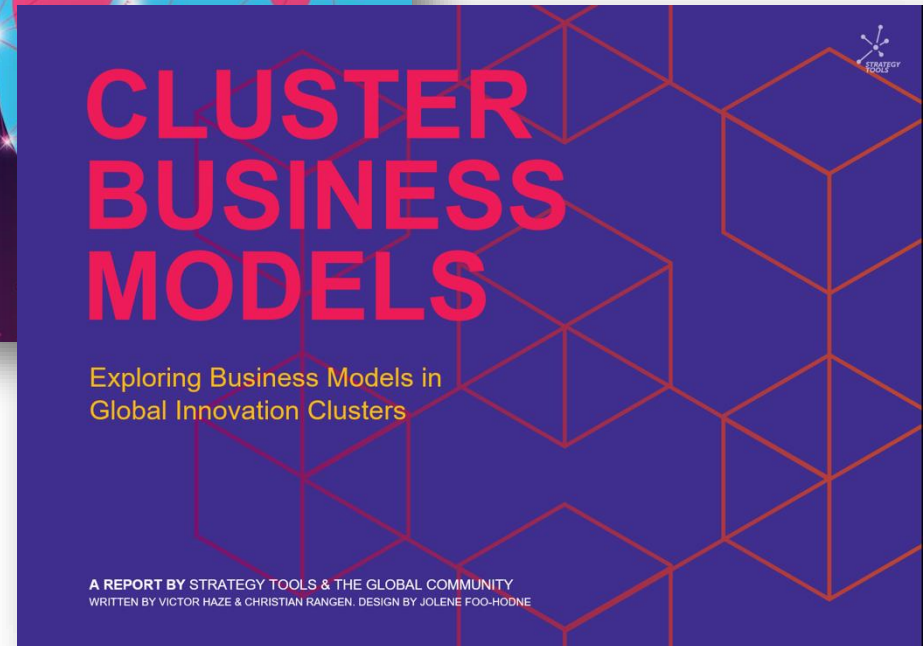
# Christian Rangen



- ✓ 350+ Innovation clusters
- ✓ 50+ national or regional cluster programs
- ✓ 12+ years advising governments on building national cluster programs



# Selected reports



REPORT

# Global Innovation Clusters Analysis

Shaping the Future  
of Canada's  
Competitiveness

Commissioned by ISED | Author: Christian Rangen | Design: Jolene Foo-Hodne

Report for Canada's Innovation Supercluster Program

# NATIONAL CLUSTER PROGRAMS

A Global Perspective

LEAD AUTHOR: CHRISTIAN RANGEN  
DESIGN: JOLENE FOO-HODNE

# Canada's Supercluster Program



**CLUSTERS &  
SUPERCLUSTERS  
AROUND THE WORLD**



# THREE STORIES

# Built in Canada. Ready for the World.

Learn how DIGITAL is making a difference for Canadian innovators.

[Watch the Video ▶](#)

## INTRODUCTION

### Driving National Impact

DIGITAL helps companies deploy breakthrough technologies to scale and compete globally by unlocking access to capital, talent and markets.

Our proven collaborative model brings together technology companies, government, academia, co-investors and strategic partners to accelerate the adoption and commercialization of Canadian solutions.

That's how we grow Canada.



OUR WORK

# Unlocking Opportunities for Canada

DIGITAL addresses Canada's most strategic opportunities including artificial intelligence, mining and energy, housing, workforce development and health. Dive into our key focus areas and programs below to see how we help unlock economic growth.



**Mining and Energy**



**Housing**



**Workforce  
Development**



**Health**



**Artificial  
Intelligence**



HEALTH & WELLNESS

### Super Agents for Pharmaceutical Sales, Medical, and Training Workflows

Harnessing the power of GenAI to advance medical training and implementation.

Lead: ACTO Technologies Inc.



HEALTH & WELLNESS

### AI-Enabled Pharmacist Assistant and Patient Concierge

Streamlining the pharmacist and patient journey across clinical services.

Lead: MedMe Health Ltd.



HEALTH & WELLNESS

### AI-Powered Predictions for Transferring Patients to Virtual Care

Leveraging AI to automate the screening process of patients eligible for virtual care.

Lead: Signal 1



HEALTH & WELLNESS

### iPulse360

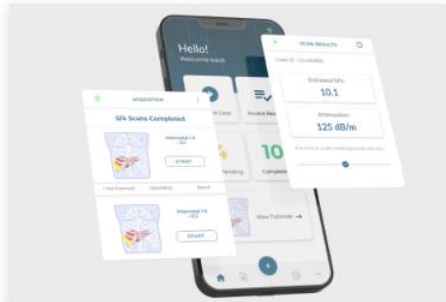
Revolutionizing health monitoring and prevention with quantum innovation.

Lead: Myant Inc.



HEALTH & WELLNESS

### Canadian Platform for AI in Health



HEALTH & WELLNESS

### Building a Full-Body Virtual Biopsy Platform



HEALTH & WELLNESS

### AI-Driven Digital Patients for Experiential Healthcare Training



HEALTH & WELLNESS

### Federated Insights Across Distributed Health Datasets in Canada

OUR IMPACT

# DIGITAL's Return on Canada's Investment

**\$324M** in public sector investment has been leveraged with private sector co-investment to **\$786M** resulting in:

**12x ROI**

\$324M public investment drove  
over \$4B GDP growth

**\$1.4B**

new funds raised \$764M by  
Canadian SMEs

**34K+**

jobs created across the Canadian  
economy

**730+**

IP assets built and retained in  
Canada

**190+**

commercial products launched  
globally

As of March 2025

# Meet Our Team

## Leadership



**SUE PASH**  
Chief Executive Officer



**ELYSA DARLING**  
Chief Operating Officer



**GINA ADAMS**  
Chief Financial Officer (Interim)



**NADIA SHAKH-MAEEM**  
VU Programs



**SERENA CUYTER**  
Chief Development Officer (On parental leave)

## Team



**AMY YLIS**  
Director, Housing Growth Innovation



**ADISHAAN MEHTA**  
Data Analyst



**ATISH KAZA**  
Senior Director, Finance



**ASTITOM MAMZHEY**  
Senior Innovation Strategist



**BEATRICE NGUYEN DUY**  
Manager, Programs



**BOYCE MALONEY**  
Manager, CRM & Membership



**CARLA TREVISI**  
Operations Specialist



**CHARLIE KAY**  
Manager, Programs



**CHRIS DOODY**  
Director, Investment Oversight



**HALEY JACKALIN**  
Climate Analyst



**DR. JESSE COLEMAN**  
Manager, Programs



**JESSICA CHANG**  
Senior Program Coordinator



**JIRI MELCOK**  
Director, Intellectual Property and Partnerships



**JULIA BAMOS**  
Government Relations Specialist



**JULIA WHITE**  
Senior Director, Communications



**LAUREL BUSS**  
Senior Director, Government Relations



**MICHAEL KEKSIS**  
Senior Director, Marketing



**NICOLE CONG**  
Analyst, Programs



**SABRINA HAMILTON**  
Executive Assistant to CEO

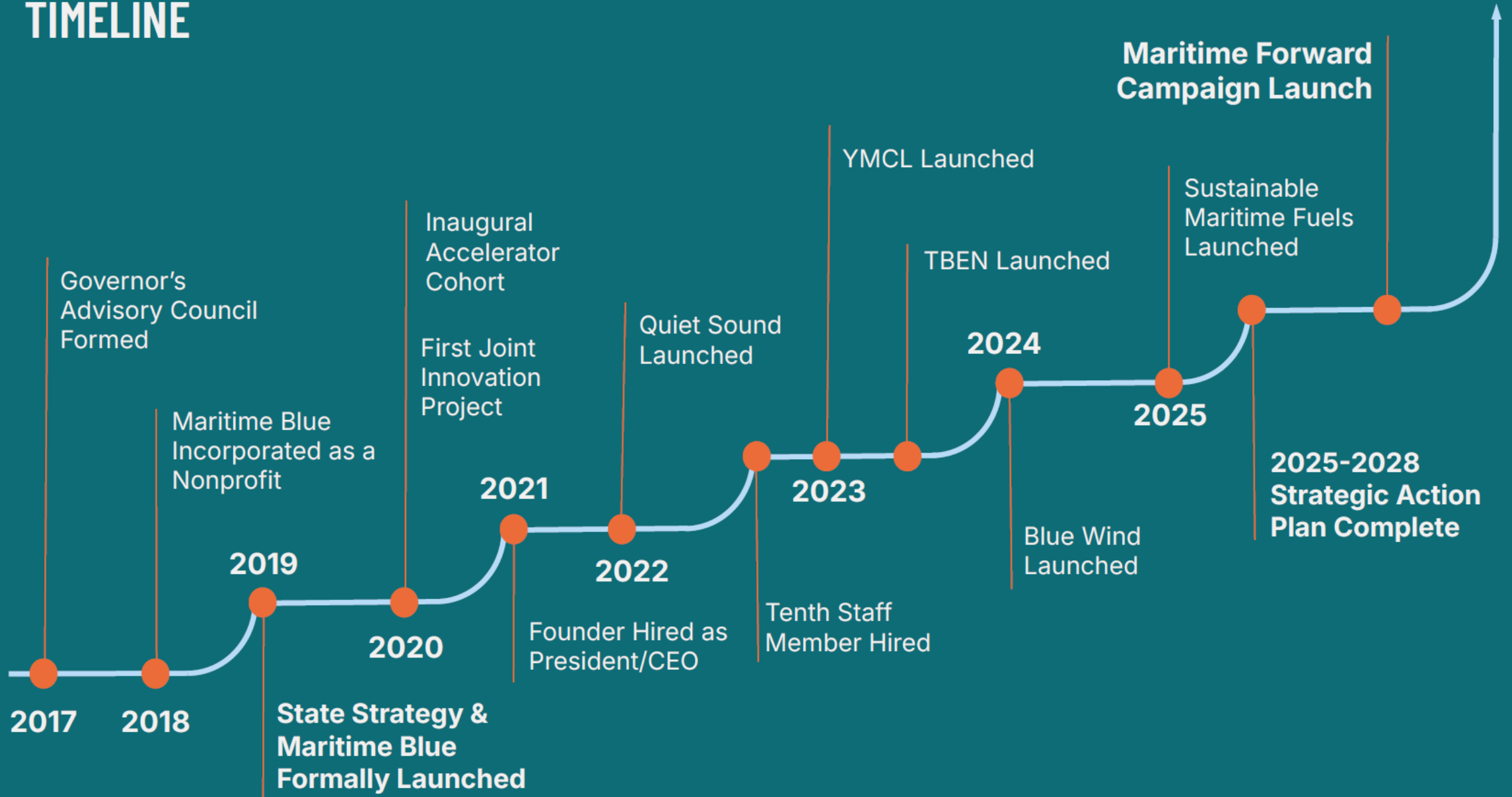


**SYDNEY GOODFELLOW**  
Director, Marketing Innovation (On parental leave)



# Maritime Blue **Strategic Action Plan 2025**

# TIMELINE



# STRATEGIC AREAS OF FOCUS



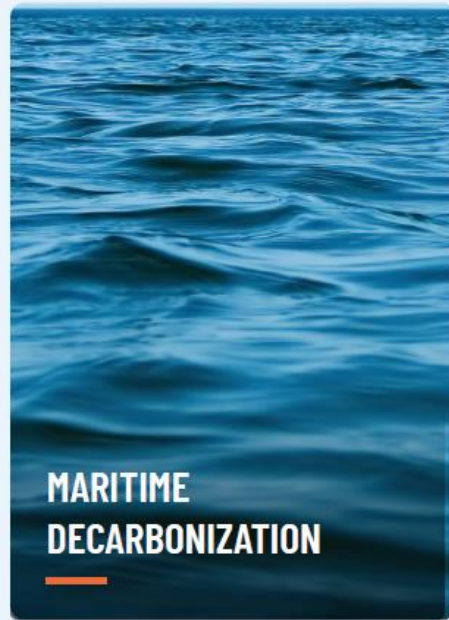
**SUSTAINABLE  
FISHING & SEAFOOD**



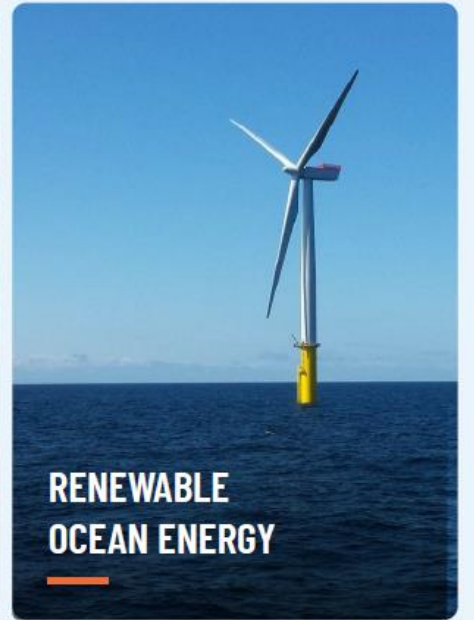
**HEALTHY OCEAN  
ECOSYSTEMS**



**DIGITAL  
TRANSFORMATION**



**MARITIME  
DECARBONIZATION**



**RENEWABLE  
OCEAN ENERGY**

**Maritime Blue's cross-cutting programs** deliver impact and support real-world progress across our five focus areas, working together to strengthen industries, create economic opportunity, and ensure long-term vitality of the Blue Economy.

**Joint Innovation:** Advancing market initiatives through formal collaboration and demonstration projects

**Blue Ventures:** Supporting entrepreneurship and capital investment for ocean-based solutions

**Community Engagement:** Pathways to connect impacted communities to the new Blue Economy

**Blue Hub:** Home for facilitation, convening, collaboration, and knowledge sharing

**01**

*Facilitate*

**JOINT  
INNOVATION**

**02**

*Support*

**BLUE  
VENTURES**

**03**

*Foster*

**COMMUNITY  
ENGAGEMENT**

**04**

*Activate*

**A GLOBAL  
HUB**

**05**

*Operationalize*

**BLUE ECONOMY  
VALUES**

## Maritime Blue Strategic Goals

These goals support our vision of a sustainable, thriving Blue Economy for all and guide our programmatic and operational activities

# TEAM

## STAFF

Joshua Berger | President/CEO  
Devon Emily Thorsell | COO  
Daniel Pulse | CFO/CGO  
Cassidy Fisher | Joint Innovation  
Stephanie Spence | Joint Innovation  
Willow Batista | Joint Innovation  
Margaret Woodbridge | Joint Innovation  
Brian Hoffman | Blue Ventures  
Rachel Aronson | Quiet Sound  
Sara Adams | Quiet Sound  
Gonzalo Banda-Cruz | Quiet Sound  
LeAsia Jackson | Community Engagement  
Dontay Proctor-Mills | Community Engagement  
Kidist Gashaw | Community Engagement  
Camille Smith | Contracts and Finance  
Bjorn Thorpe | Blue Hub

## BOARD

CHAIR, Nico De Golia | Microsoft  
VICE CHAIR, Caitlin Hardy, Ness-Sea Consulting  
VICE CHAIR, Stephanie Jones-Stebbins | Port of Seattle  
SECRETARY, Mike Complita | Elliott Bay Design Group  
TREASURER, Pat Beard | City of Tacoma (retired)  
PAST CHAIR, Simon Geerlofs | PNW National Lab  
Ann Avary | Center of Excellence for Marine Manufacturing  
Kristy Clement | Alaska Fisheries Development Foundation  
Julie Hampden | HNTB  
Jason Jordan | Northwest Seaport Alliance  
Eleanor Kirtley | Green Marine  
Vesa Koivumaa | Wärtsilä  
Chris Mack, Jr. | Tidewater  
Brian Surratt | Greater Seattle Partners  
Commissioner Sam Cho, ex officio | Port of Seattle Commission  
Senator Liz Lovelett, ex officio | WA State Legislature

# SUPPORTERS

## PUBLIC

U.S. Economic Development Admin  
U.S. Department of Energy  
NOAA  
U.S. EPA  
Pacific Northwest National Laboratory  
WA Department of Commerce  
WA Employment Security Department  
Puget Sound Partnership  
Northwest Seaport Alliance  
Port of Seattle  
Port of Tacoma  
Port of Everett  
Port of Bellingham  
Port of Anacortes  
City of Seattle  
City of Tacoma

## INDUSTRY

Carnival Corporation  
AltaGas | ALA Energy  
Saltchuk Family of Companies  
Mitsui OSK Lines  
Matson  
Crowley  
Wärtsilä  
SSA Marine  
TOTE Maritime  
DNV  
American Seafoods  
Momentum  
Elliott Bay Design Group  
Foss Offshore Wind  
Glosten  
Kongsberg  
WSP  
Kilpatrick

Mitsubishi Corporation  
Lake Union Dry Dock  
Nichols Brothers | Everett Ship Repair  
Markey  
NW LECET

## PHILANTHROPY

Builders Vision  
Schmidt Family Foundation  
TK Foundation  
Energy Foundation  
Blackstone Foundation  
The Russell Family Foundation  
National Fish and Wildlife Foundation  
Bonneville Environmental Foundation  
Climate Solutions  
Laird Norton Family Foundation  
The Norcliffe Foundation  
PNC Foundation  
Dr. Ann Jarris

# Unleashing the Potential of Life Science

The Life Science Cluster is Norway's largest life science cluster, and is working to unleash the potential of Norway's life sciences sectors, bringing sustainable solutions to society and creating more jobs.

[Our Members →](#)[Our Strategy →](#)[Our Brochure →](#)

## Latest News



16.01.2026 • Events

**Winter Connect 2026:  
Sustainability as a competitive  
advantage**



05.01.2026 • Events

**Measurable sustainability is  
becoming more important in  
investment**



17.12.2025 • TLSC News

**New report: What Norway  
should prioritise to grow its life  
science industry**

[↑ Front page](#)

## Our members

The Life Science Cluster is a network for all companies and organizations for which life science is key. We have approximately 120 members across the health, technology, marine, and agriculture sectors. We aim to strengthen collaboration and knowledge sharing in industry, academia, and the private and public sectors, thus contributing to more new jobs in internationally competitive export industries.

[Biotechgate: Member information](#)[Become a member](#)

Find member



Together with our members, The Life Science Cluster has chosen three strategic focus areas towards 2026:

1. Making the road from idea to market easier and faster
2. Facilitating Norwegian manufacturing – and thus more jobs
3. Strengthening exports from the life sciences

## **Goal**

The Life Science Cluster will help triple Norwegian exports from Life Sciences by 2030.

## **Vision**

The Life Science Cluster helps transform ideas and Life Science solutions into sustainable products and services that increase jobs, exports and that positively impact quality of life for individuals globally.

## **Mission**

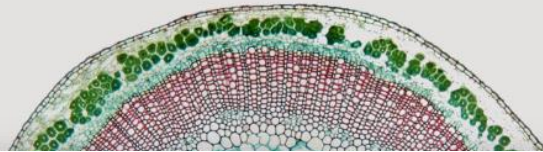
The Life Science Cluster strengthens interaction and knowledge-sharing across industry, academia, government, and private and public sectors for sustainable business development in the field of Life Sciences.

# Projects

## Life Science Academy for Startups - an Interreg ØKS project

Life Science Academy for Startups has developed a Life Science Industry focused 360 tool for assesment of the industrial readiness of an SME.

companies and people can  
shops and matchmaking to  
nding will also be available to  
lengthen their company  
e project supports Swedish,  
SMEs within all sectors of life  
stics, health tech, digital and  
eed, ingredients and



## Utilization of Bio-resources for feed, food and other high value products

The project aims to support new value chains for optimal utilization of bio-resources. Through combining expertise from different industry sectors such as marine, agri, health and industrial, new value chains can be established to respond to need for optimal utilization of bioresources, needs to develop feed with a better sustainability profile, and other high value products from biobased raw materials.

[Read more about our business network →](#)

## Investor relations methodology - an ecosystem project

Can we as industry clusters learn best practices from each other? Can a joint approach make the Norwegian ecosystem more accessible for competent capital from Norway and abroad? Will this create a platform for more and better interactions between investors and companies, with the required level of industry professionalism? Will investors appreciate having a simplified access to the Norwegian pipeline of SMEs?

[Learn about the investor project here →](#)



# Our Team



## Delphine Costa

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+ [More info](#)



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+ [More info](#)



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+ [More info](#)



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## Sindre Holme

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## Hanne Mette Dyrлие Kristensen (on leave)

Vice President Investor relations, business development and collaboration  
The Life Science Cluster  
+47 971 97 449 hannemette@tlsc.no

+ [More info](#)

# Går sammen om å skape en superklynge



Klyngelederne foran Stortinget før høringen (fra venstre): Ketil Widerberg, Oslo Cancer Cluster, Hanne Mette Dyrлие Kristensen, The Life Science Cluster, og Arild Kristensen, Norwegian Smart Care Cluster. Den siste klyngelederen, Lena Nymo Helli i Norway Health Tech, var ikke til stede.

De fire helseklyngene går sammen om et høringsinnspill til Stortinget, der de foreslår å stå sammen om en superklynge.

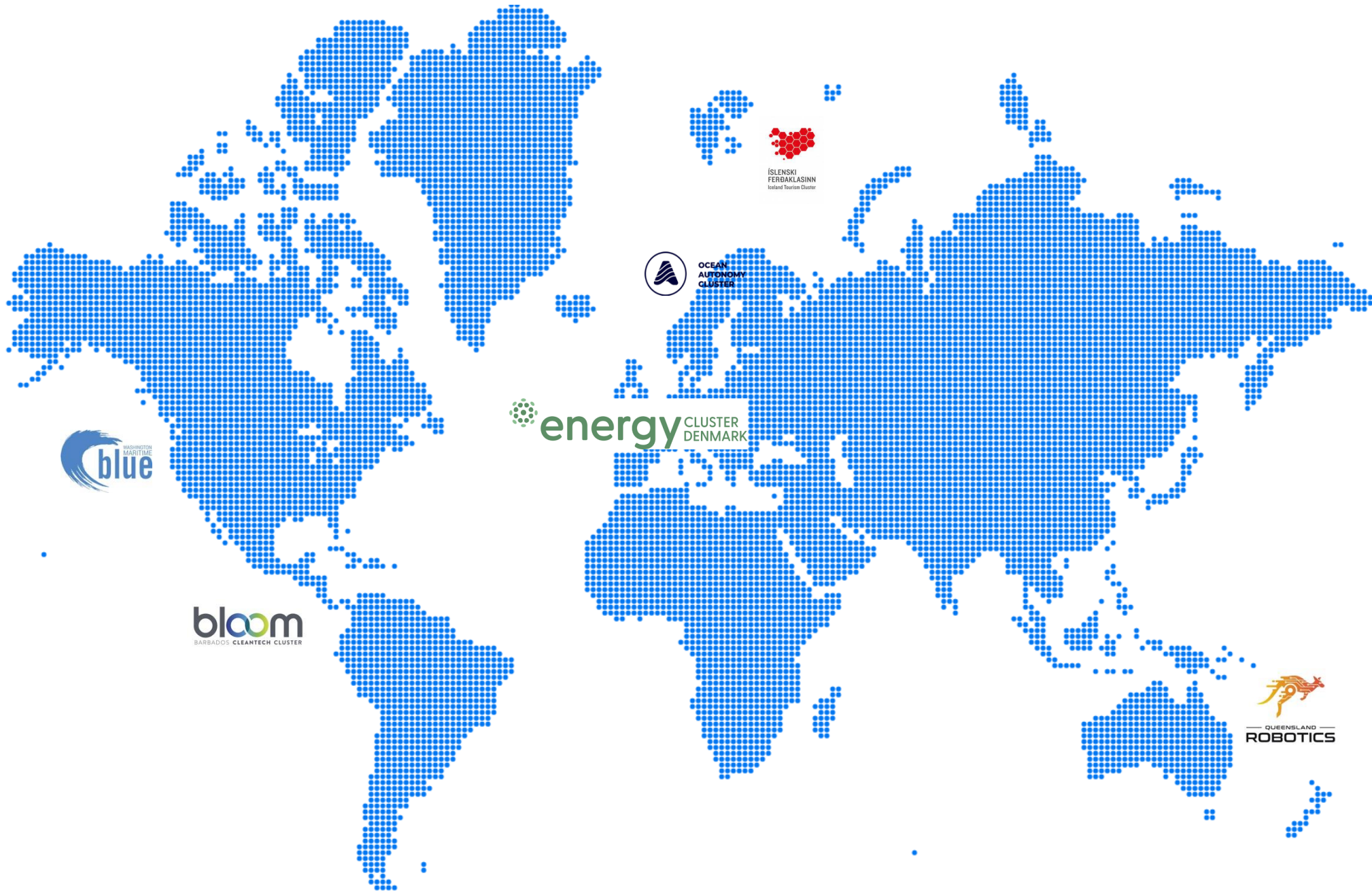
English summary: The four health cluster leaders gave joint political input to the Norwegian parliament on 16 April 2024. They are suggesting to join forces for a supercluster.



**WHAT**

**Globally 7000+**  
**Innovation clusters**

**EU** **3000+**  
**Innovation clusters**



WASHINGTON  
MARITIME  
**blue**

**bloom**  
BARBADOS. CLEANTECH CLUSTER

 **energy** CLUSTER  
DENMARK

 OCEAN  
AUTONOMY  
CLUSTER

  
ISLENSKI  
FERÐAKLASINN  
Iceland Tourism Cluster

  
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



ÍSLENSKI  
FERÐAKLASINN  
Iceland Tourism Cluster

### **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

Digital  
Supercluster

Canada

Seafood  
Innovation  
Cluster

Norway

Queensland  
Robotics  
Cluster

Australia



**But only a handful  
of *'Superclusters'***



# FOUR TYPES OF CLUSTERS

IMPACT



0 – 20 members

50 – 100 members

101 – 500 members

500+ members

SCALE

**[PC] POTENTIAL CLUSTER**

- Very early-stage network
- Can cover any industry
- Very incomplete ecosystem
- 100s nationally
- Led by a few champions
- **Timeframe: 1 – 3 years**

**[EC] EMERGING CLUSTER**

- Potential growth clusters
- Wide range of sectors and industries
- Incomplete ecosystems
- 10 – 50 nationally
- Local by design
- **Timeframe: 3+ years**

**[GC] GROWTH CLUSTER**

- High potential areas
- Strong value creation
- Might miss key elements
- 10 – 30 nationally
- Region
- **Timeframe: 5 – 10 years**

**[SC] SUPERCLUSTERS**

- Magnet
- Compete globally
- Large export
- High-value creation
- 3 – 10 SC
- Can span multiple country borders
- **Timeframe: 10+ years**



**Four Types of Clusters**



Get yours at [www.strategytools.io](http://www.strategytools.io)

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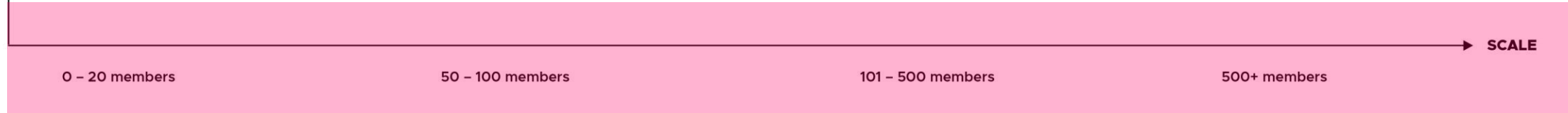
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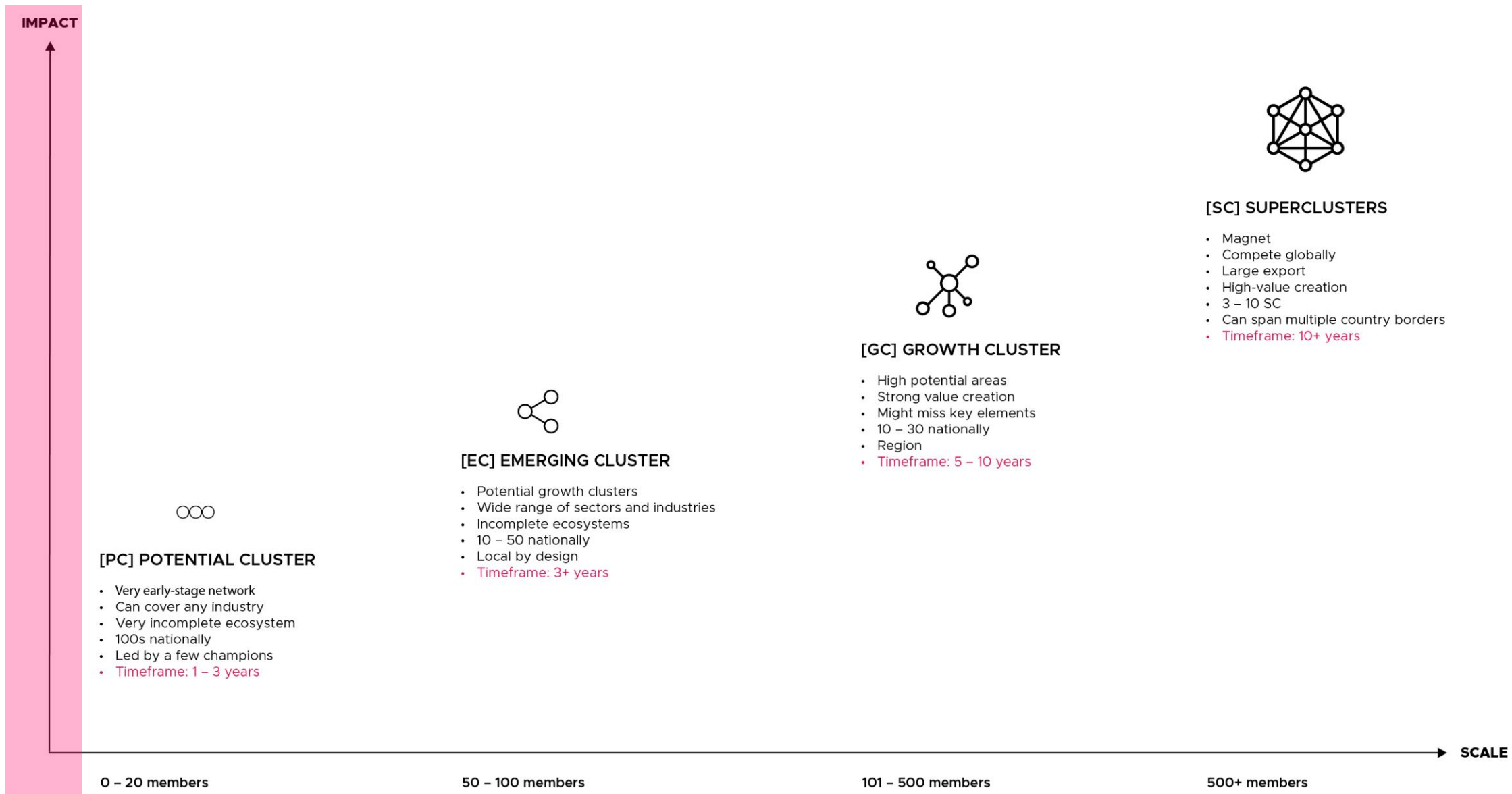


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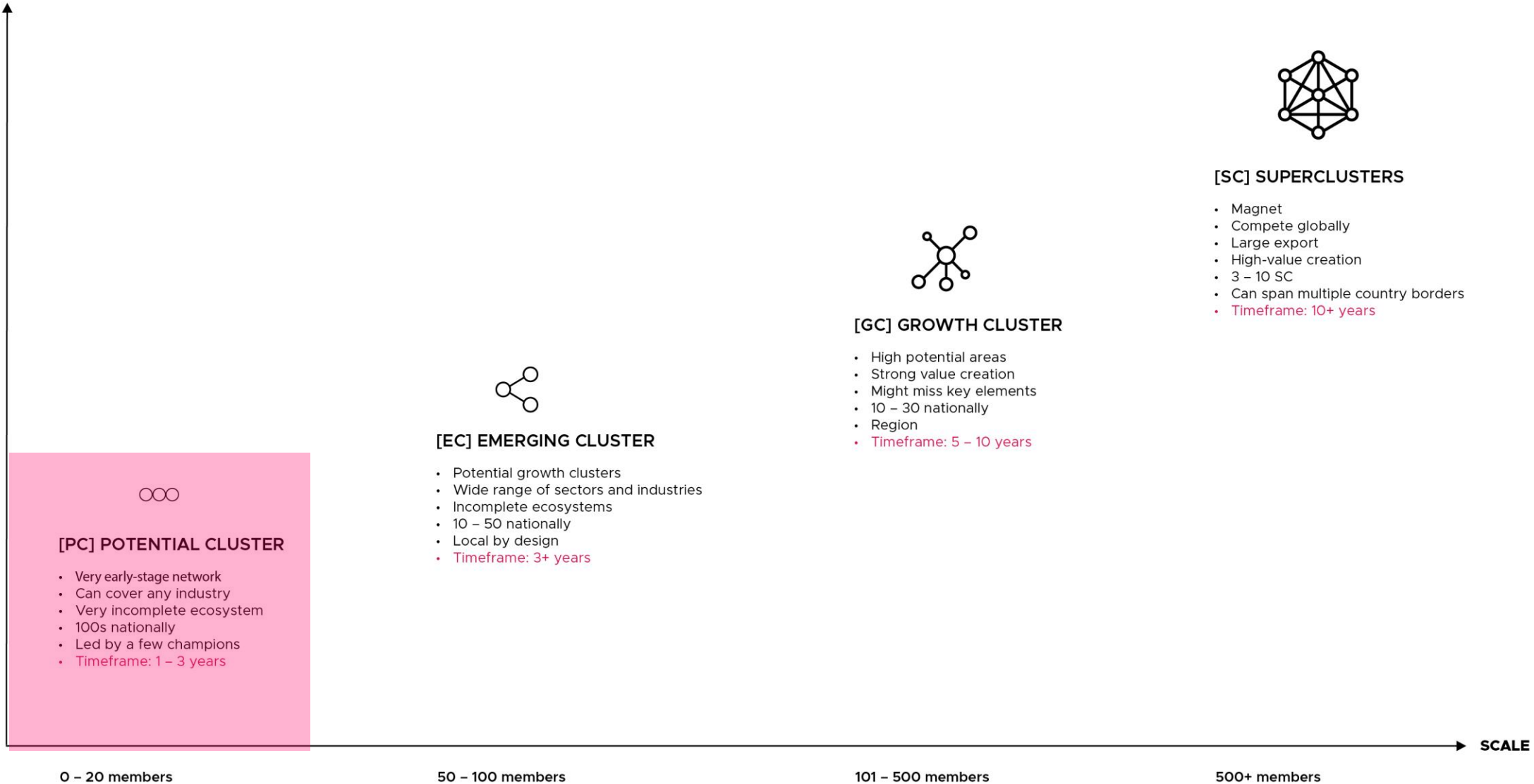
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IMPACT



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# Accelerating Autonomy - Reshaping The Maritime Future

[Learn more](#)



**Design for manufacturing –  
Challenges Along the Way**

Jan 28, 2026



**Dark Drones: Future Drone  
Technology Demonstrated  
in Trondheim**

Jan 23, 2026



**Ukrainian–Latvian drone  
company establishes  
operations in Trondheim**

Jan 23, 2026



**Launching a new  
unmanned surface vessel  
for mine countermeasures**

Jan 22, 2026

# Accelerating Autonomy - Reshaping The Maritime Future

[Learn more](#)



DARK DRONES

FI OCEAN SPACE INCUBATOR

FROSTABÅTEN

MARITIMT STUDENTSENTER NYHAVNA

MIDAS - MENNESKET I FRAMTIDENS HAVROMSOPERASJONER

MIDAS ACADEMY

ROC - REMOTE OPERATION CENTRES FOR NEXT-GENERATION MARITIME AUTONOMY

STRATEGISK FORUM NYHAVNA

TESTINATION

XLRTR - ACCELERATE DUAL-USE TECHNOLOGY FOR MULTI-DOMAIN OPERATIONS

COMPLETED PROJECTS

AGATI - ADRIATIC GREEN AUTONOMOUS TRANSPORT INITIATIVE

DIGIFJORD

FAST - FLEXIBLE AUTONOMOUS SMART TRANSPORT

FLEX FERRY

MATIN - THE CROATIA – NORWAY MARINE TECHNOLOGY INNOVATION NETWORK



**Design for manufacturing –  
Challenges Along the Way**

Jan 28, 2026



**Dark Drones: Future Drone  
Technology Demonstrated  
in Trondheim**

Jan 23, 2026



**Ukrainian–Latvian drone  
company establishes  
operations in Trondheim**

Jan 23, 2026



**Launching a new  
unmanned surface vessel  
for mine countermeasures**

Jan 22, 2026

IMPACT



0 – 20 members

50 – 100 members

101 – 500 members

500+ members

SCALE

**[PC] POTENTIAL CLUSTER**

- Very early-stage network
- Can cover any industry
- Very incomplete ecosystem
- 100s nationally
- Led by a few champions
- **Timeframe: 1 – 3 years**

**[EC] EMERGING CLUSTER**

- Potential growth clusters
- Wide range of sectors and industries
- Incomplete ecosystems
- 10 – 50 nationally
- Local by design
- **Timeframe: 3+ years**

**[GC] GROWTH CLUSTER**

- High potential areas
- Strong value creation
- Might miss key elements
- 10 – 30 nationally
- Region
- **Timeframe: 5 – 10 years**

**[SC] SUPERCLUSTERS**

- Magnet
- Compete globally
- Large export
- High-value creation
- 3 – 10 SC
- Can span multiple country borders
- **Timeframe: 10+ years**



**Four Types of Clusters**



Get yours at [www.strategytools.io](http://www.strategytools.io)

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## PACIFIC NORTHWEST AEROSPACE CLUSTER "PNAC"

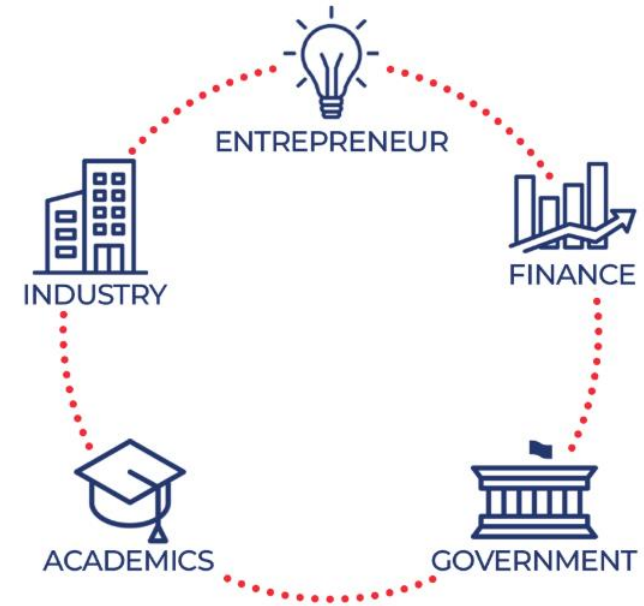
*A newly formed, grant funded initiative with the mission to make the Pacific Northwest the magnet for Aerospace Manufacturing.*

The Pacific Northwest is home to one of the most robust and dynamic aerospace clusters in the world.

For more than 100 years, the aerospace ecosystem has been building aircraft in the Pacific Northwest. Today, with more than 100,000 employed in the industry and thousands more from companies supporting aerospace manufacturing around the region, the Pacific Northwest is at the forefront of aerospace innovation when it comes to cutting edge aerospace composites, avionics, and alternative fuels.

Today, the Pacific Northwest Aerospace Cluster serves more than commercial jets. It consists of thousands of companies big and small that serve every segment of aerospace – from commercial and military jets to unmanned systems, space rockets, satellites and electric propulsion. With the evolution of composites, advancements in engines and new technology, the cluster's future is brighter than ever. The next 25 years will be limited only by the imagination of our cluster's talented and experienced workforce.

### FIVE INDUSTRY CLUSTER STAKEHOLDERS



PACIFIC NORTHWEST AEROSPACE CLUSTER *-PNAC-*

#### What is an Innovation Cluster?

A formalized, corporate industry-led, member-based initiative that includes partners from five economic segments.

IMPACT



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[Home](#) > [News](#) > [A new generation of Euroclusters to strengthen industrial resilience across Europe](#)

# A new generation of Euroclusters to strengthen industrial resilience across Europe

## NEWS ARTICLE

20 October 2025 — European Innovation Council and SMEs Executive Agency — 1 min read



16 new Euroclusters were selected for funding under the **call Joint Cluster Initiatives (Euroclusters) for Europe's Recovery (SMP-COSME-2024-CLUSTER)**. With an overall budget of €42 million, the new partnerships will advance the EU's ambition for a greener, more digital and more resilient industrial future.

IMPACT



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50 – 100 members

101 – 500 members

500+ members

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# Innovation Clusters vs. Ecosystems

Innovation Clusters vs. Innovation Ecosystems, how are they different?

Specific theme	No specific theme
Clear organization, legal entity	No specific organization, no single entity
CEO, Management team	No specific management team
Actively recruiting, supporting and developing around one theme	Multiple themes, industries and domains overlap
Specific funding, usually government and industry collaboration	No funding, many overlapping funding initiatives, but none for 'the ecosystem' in general
Counting members, partners	Usually not able to count members across a wide ecosystem
Annual report and frequent communications	No official reports and communications
Actively built, nurtured and led over 3,5,10+ years	Emergent, supported by policies and communities, but often naturally evolving



### CLUSTER

Innovation clusters can be both naturally emergent or built. EU alone has 3,000 clusters, most aligned with an academic institution.

Often very local by design and focus. Built around supply chains and/or the Triple Helix framework.

Small in size, limited funding. Often relying on project funding.



### INNOVATION SUPERCLUSTER

Innovation Superclusters are massive innovation systems, built around a single theme (i.e. solar energy). Designed around industries of the future, they are expected to generate significant value as they develop.

Built around the five stakeholder groups, often clustered closely together.

Has a formal organization, board, CEO, staff, budget and annual reporting.



### ECOSYSTEM

Innovation ecosystems are thriving hot spots, often focused on entrepreneurship, capital & corporate innovation. Mostly emergent but supported by government policies. Universities play a critical role.

Will encompass multiple themes, i.e. tech, hardware, AI, mobility, health tech, & software.

Does not have any single formal organization. Does not have a CEO.



### ACCELERATOR SCALE UP PROGRAM

Dedicated programs to help early-stage companies grow. Often 3 month format.

Will usually invest \$150K, get 7% equity.

Can be held on-site or online (more popular).

Often funded 100% by private investors. Hatch and Katapult Ocean are great examples.



### CREATIVE INNOVATION HUBS

Office spaces, innovation parks, co-working space, incubators or creative lofts.

These physical spaces will very often be members of one or multiple innovation clusters.

These hubs are single buildings or large parks with labs, offices, test facilities and more.

Mostly a real estate investment case.



### INNOVATION DISTRICTS

Large scale innovation areas in cities and regions. Often developed by long-term public planning and intervention.

Frequently located in amenity-rich residential and commercial environments, often near universities.

Clusters might be located within Innovation Districts.



### RESEARCH PARKS

Found at or near to universities, research parks tend to practise a more closed approach to innovation.

Most Parks will also have a Tech Transfer Office (TTO) to help commercialize the research.

In China, Zhongguancun Science Park hosts 19 clusters and 65 Unicorns.



### VENTURE BUILDER PROGRAMS

Venture Builder Program

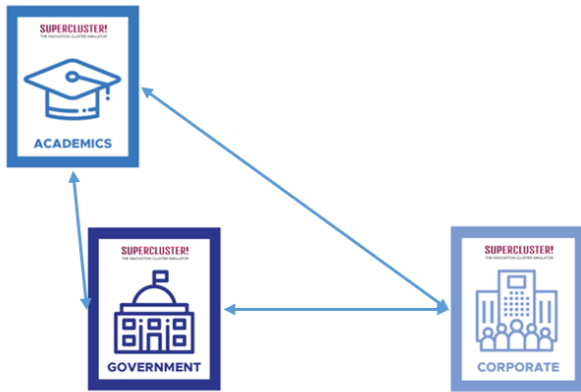
Dedicated program to start and build new companies in selected industries.

X2 Labs Ocean Space started 10 new ocean start-ups in 4 weeks.

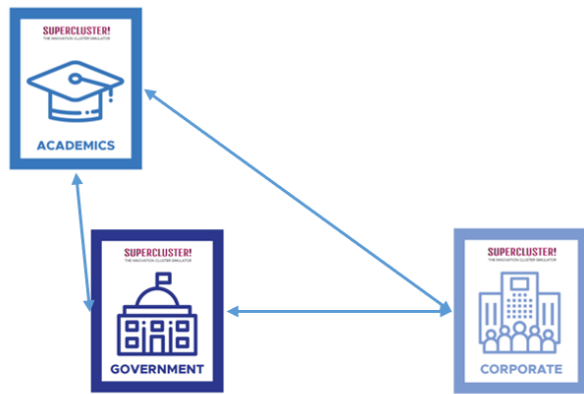
Anyone can apply. Rigerous selection. High-intensity program. Build and launch new companies in weeks and months.



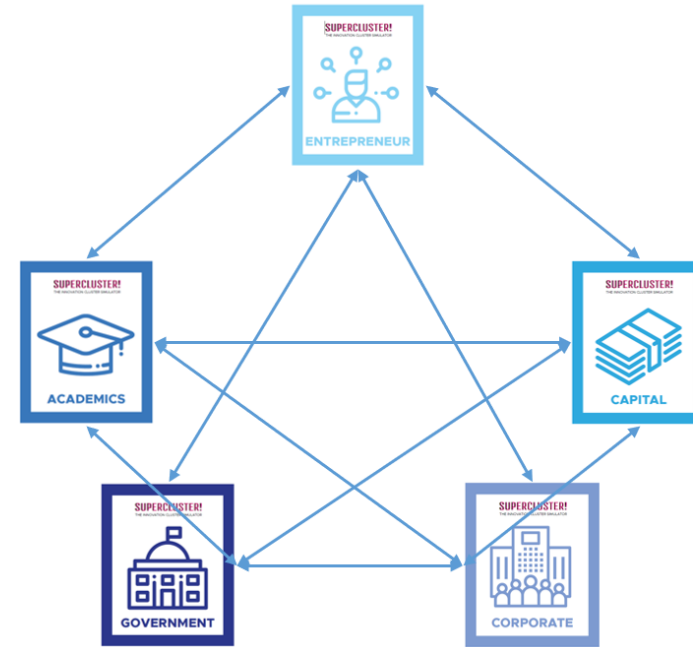
**FROM TRIPLE HELIX.....**



**From Triple Helix  
1990's – 2010's**



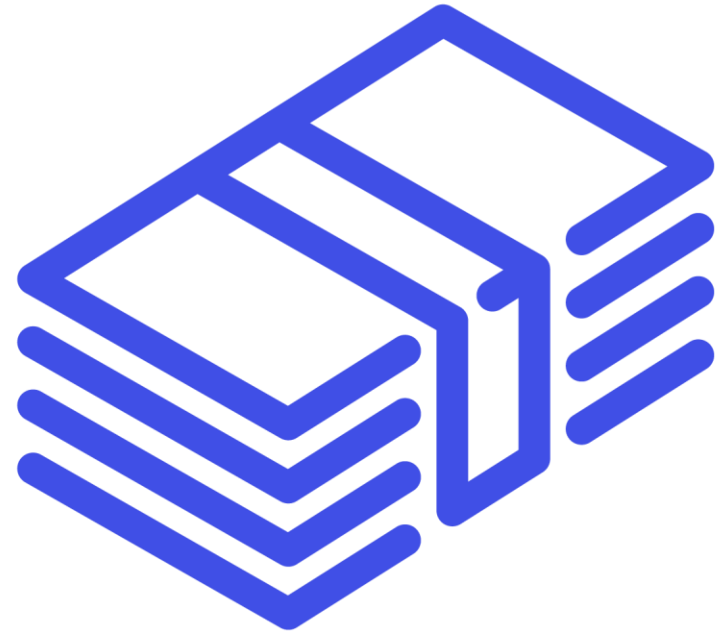
**From Triple Helix  
1990's – 2010's**



**Pentagon  
2010's –**



**ENTREPRENEUR**



**CAPITAL**



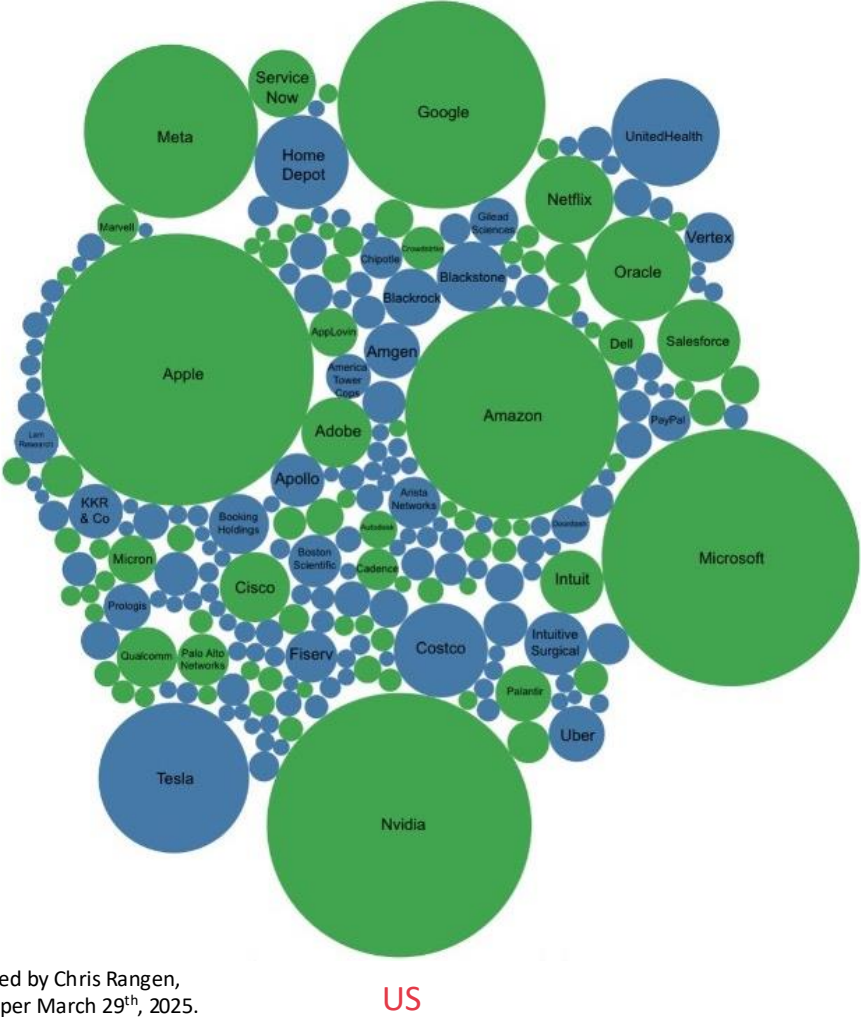
**ENTREPRENEUR**



**CAPITAL**

**“FROM LAB TO LISTING”**

# Public From-Scratch US, Canadian & EU Companies Less than 50 Years Old with \$10B+ Market Cap



CANADA

EU

● Tech  
● Other

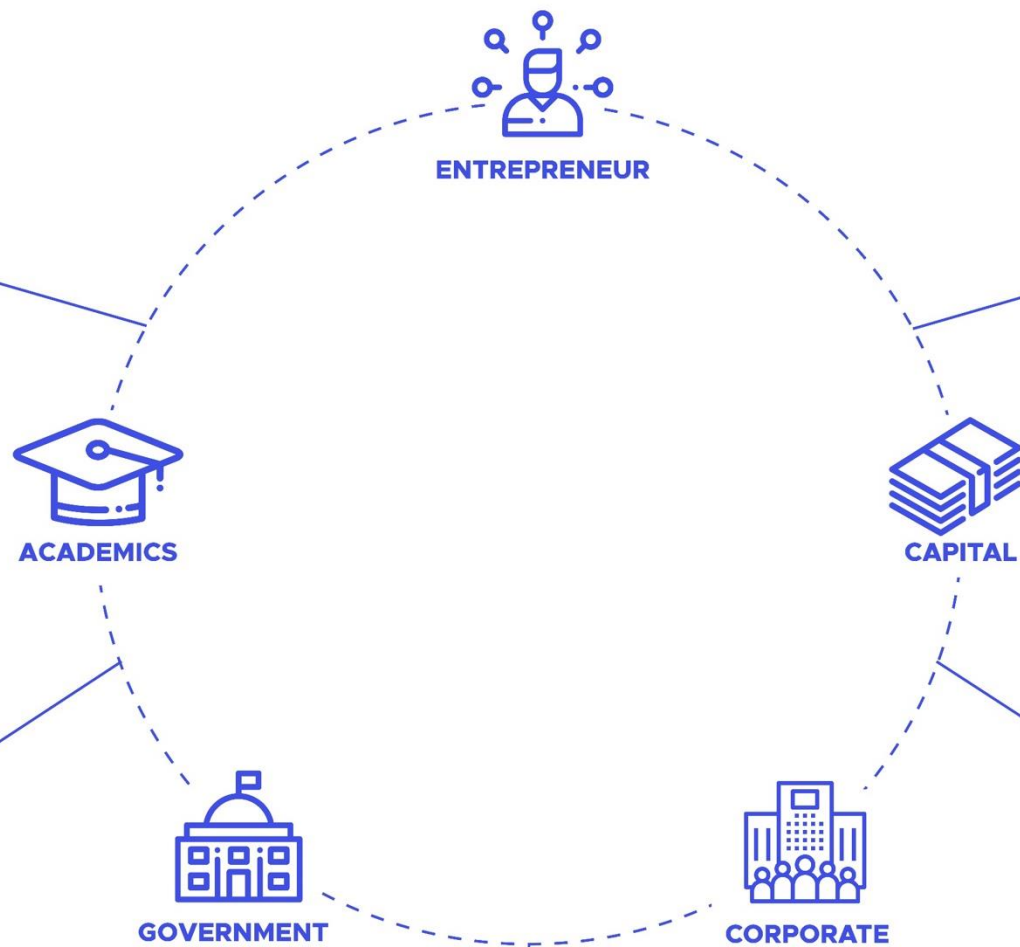
\$1T  
 \$100B

“From-Scratch”: not the result of a merger, acquisition, or spinoff

Canadian data developed by Chris Rangen, updated based on data per March 29<sup>th</sup>, 2025. Bubble area proportional to market cap. Companies grouped by HQ at time of IPO

Red bubble indicates a company in a “tech” industry: Software, Packaged Software / Services, Information Technology Services, Data Processing Services, Interactive Media & Services, Internet Retail, Direct Marketing Retail, Telecommunications Equipment, Electronic Equipment / Instruments, Computer Processing Hardware, Computer Peripherals, Semiconductors, Semiconductor Equipment. Blue bubble indicates all other industries.

Andrew McAfee (@amcafee), MIT



## Supercluster: Members



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# **BREAKOUT GROUPWORK**

# BREAKOUT 1. GROUPWORK



# INDUSTRIELL TECH



**BASELINE  
TODAY**

How do we define  
“Industrial tech”?

What are some of the opportunities we see  
for Sweden in industrial tech?

What are some of the key market opportunities  
for industrial tech?

How do we improve Sweden’s national  
competitiveness in industrial tech?



# **ECOSYSTEM BUILDING BLOCKS**

What are some of the key ecosystem building blocks we have today around industrial tech?

How can we grow a deeper, more robust ecosystem together?

Which top ten things would we hope to see from the ecosystem around industrial tech?

What would a successful innovation cluster for industrial tech look like?



**BREAKOUT 2.**  
**GROUPWORK**



# 2050 AMBITIONS

Fast forward to 2050.  
Sweden has one of the world's leading  
industrial tech sectors.

What has changed between now and 2050?

What were some of the key steps, building  
blocks, to get there?

What were the top 3-5 priorities that put  
Sweden's industrial tech on this trajectory?



# 2030 ROADMAP

Define Sweden's aspirational  
"top global position" in industrial tech  
by 2030

What are "must-wins" to make this happen?

What are the top barriers or limitations we need  
to overcome?

Sketch out a high-level roadmap for reaching  
the 2030 ambitions

**BREAKOUT 3.**  
**GROUPWORK**

# Maximising opportunities for the offshore wind industry

Learn more

**370+**  
Members

**50+**  
Yearly events

**17**  
Working groups

# Market working groups



Market

## France

Leader

**Tore Hafte Staalesen**

RTS

+47 928 65 656

tst@rts.as

France is targeting net-zero by 2050, with 33 % renewable generation by 2030. The larger 20 GW floating projects are not expected before 2030 with 18 GW operational by 2035 and 40 GW by 2050. In the Working Group for France we learn more about activities and opportunities, plan Visit NOW trips and share insight in the French offshore wind market both through digital meetings and workshops where we all meet in person.

[Join working group](#)



Market

## UK & Ireland

Leader

**Alfred Risan**

MRC Global

+47 977 49 760

alfred.risan@mrcglobal.com

The UK is ranked as the world's most interesting market for floating offshore wind, and hence one of the key markets for the Norwegian industry.

[Join working group](#)



Market

## Norway

Leader

The government's target of 30 GW by 2040 makes Norway one of the most interesting markets for offshore wind. With the next tender coming up in 2025, this working group is



Market

## Spain & Portugal

Leader

**Einar Tollaksvik**

Vestervind Contractors AS

+47 906 94 490

einar@tollaksvik.no

Portugal has set ambitious goals, planning to achieve 10 GW of offshore wind capacity by 2030, while Spain aims for 1-3 GW by 2030 and an additional 2.4 GW in the Canary Islands by 2040. Portugal boasts exceptional wind conditions and synergies with the Norwegian supply chain, with key ports like Setúbal (Lishnave), Aveiro and Viana well-prepared to serve as offshore wind hubs. Spain's Plan for the Development of Marine Renewable Energies identifies vast offshore wind potential capable of supporting 15 GW.

Join working group



Market

## South Korea

Leader

**Hans A. Hansen**

Fred. Olsen Windcarrier

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hans.hansen@fredolsen.com

The country is targeting 12+ GW of offshore wind capacity by 2030, which includes 6 GW of floating wind in the form of the first part of the Ulsan GW-scale floating wind cluster in the southeast of the country. South Korea is also planning a 3 GW extension to Ulsan after 2030, bringing the capacity of the Ulsan complex alone to more than 9 GW. In 4C Offshore's recent analysis, South Korea was ranked as the third most interesting market in the world for floating offshore wind.

Join working group

The US Department of the Interior recently announced a new goal for U.S. floating wind, which means the US market is projected to deploy 15 GW of installed floating offshore



Market

## US & Canada

Leader

**Gunhild Myhr**

TGS

+47 901 14 681

[gunhild.myhr@pgs.com](mailto:gunhild.myhr@pgs.com)

The US Department of the Interior recently announced a new goal for U.S. floating wind, which means the US market is projected to deploy 15 GW of installed floating offshore wind capacity by 2035. Industry collaboration is going to be vital to tackle the challenges ahead and make floating wind a commercial reality. Join sessions here, both online and meetings in person, to learn more about the projects being realized and connect with key people in the US market. We will plan Visit NOW trips together to meet relevant stakeholders and businesses in the US market both East Coast and West Coast. We will also in this market have a specific focus on start – ups as well.

[Join working group](#)



Market

## Greece

Leader

**Gunnar Birkeland**

Source Galileo

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[gunnar.birkeland@sourcegalileo.com](mailto:gunnar.birkeland@sourcegalileo.com)

Greece emerges as a promising offshore wind market, aiming for 1.9 GW by 2030.

[Join working group](#)



Market

## Denmark & Sweden

Leader

**Stein Erik Skilbagen**

Being the closest neighbors to Norwegian supply chain companies, Denmark and Sweden is emerging as target for the offshore wind industry in Norway. This working group aims to get contracts going



## Japan

Leader

**Gunnar Birkeland**

Source Galileo

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gunnar.birkeland@sourcegalileo.com

With expected in new years with its significant and sizeable offshore wind potential, and strong industrial capabilities, Japan can be an offshore wind leader and seize the Asian offshore wind opportunity. In the Working Group for Japan you will learn more about what is happening in Japan and meet up with key stakeholders. We also plan for Visit NOW trips to Japan. The meetings in this group will be a mix of digital sessions and workshops where we meet in person.

Join working group



Market

## Italy

Leader

**Saverio Ventrelli**

Siemens Energy

91308275

saverio.ventrelli@siemens-energy.com

Italy aims for 3-5 GW of offshore wind by 2030, with a strong emphasis on floating wind. The regulatory framework follows a "Developer-led" approach, entailing a streamlined process with three permits covering grid connection, maritime area consents, and environmental impact assessment. Remarkably, 100+ projects are requesting grid connection, totalling 100 GW in capacity, with 60+ projects currently undergoing EIA procedures.

Join working group



Market

## Poland and the Baltics

Leader

**Svann-Børge Vatland**

Vestervind Contractors

+47 47 16 99 16

svb@vestervind.no

Poland is a promising emerging market expected to go from zero to several gigawatts of offshore wind in record speed! With the aim of reaching 5.9 GW installed offshore wind capacity by 2030 and 18 GW by 2040, the Polish government is planning tenders for a total of 12 GW offshore wind capacity that will take place in 2025 (4 GW), 2027 (4 GW), 2029 (2 GW) and 2031 (2 GW).

Join working group

# Scale your potential

Accelerating AI integration across business sectors



# AI Research Chair Program

Canadian universities play a critical role in the evolution of our country's AI ecosystem.

Scale AI is investing up to \$10M to fund Research Chairs in the field of AI applied to intelligent supply chains.

One of Scale AI's strategic objectives is to establish an ecosystem that positions Canada among the world leaders in the field of AI applied to supply chains.

A key component to achieving this objective is the involvement of Canadian universities and their ability to conduct research that expands our understanding of AI and its applications in the field of intelligent supply chains.

**To this day, Scale AI has supported 4 AI research chairs.**





What we do

Members

To exit full screen, press and hold Esc

robotic members

EN



Get involved

DENMARK'S ROBOTICS CLUSTER

# Improving our world with Danish robotics, automation and drones

We believe Danish robotics, automation and drone solutions can improve our world. As Denmark's robotics and drone cluster, we help make it happen.

Become a member

See member services

Together with our members, we drive robotics innovation



More members

WHAT WE DO

WHAT WE DO

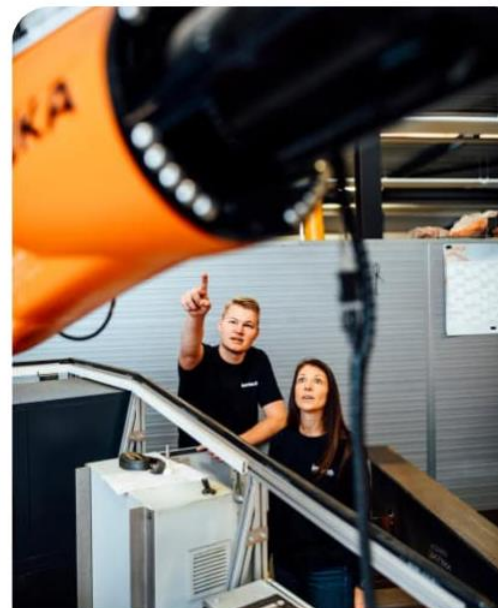
# Here's how we can help you



## Member services

Tap into our many member services aimed at supporting innovation and growth in the robotics, automation and drone industry.

[Read more](#) →



## Let's automate

Connect with Danish robotics, automation and drone companies to find solutions to your automation challenges.

[Read more](#) →



## Partnerships

Partner with us to realise the full potential of robotics, automation and drone technologies.

[Read more](#) →



### Start Up

[Read more >](#)



### Visibility

[Read more >](#)



### People & Talent

[Read more >](#)



### Innovation

[Read more >](#)



### Internationalisation

[Read more >](#)



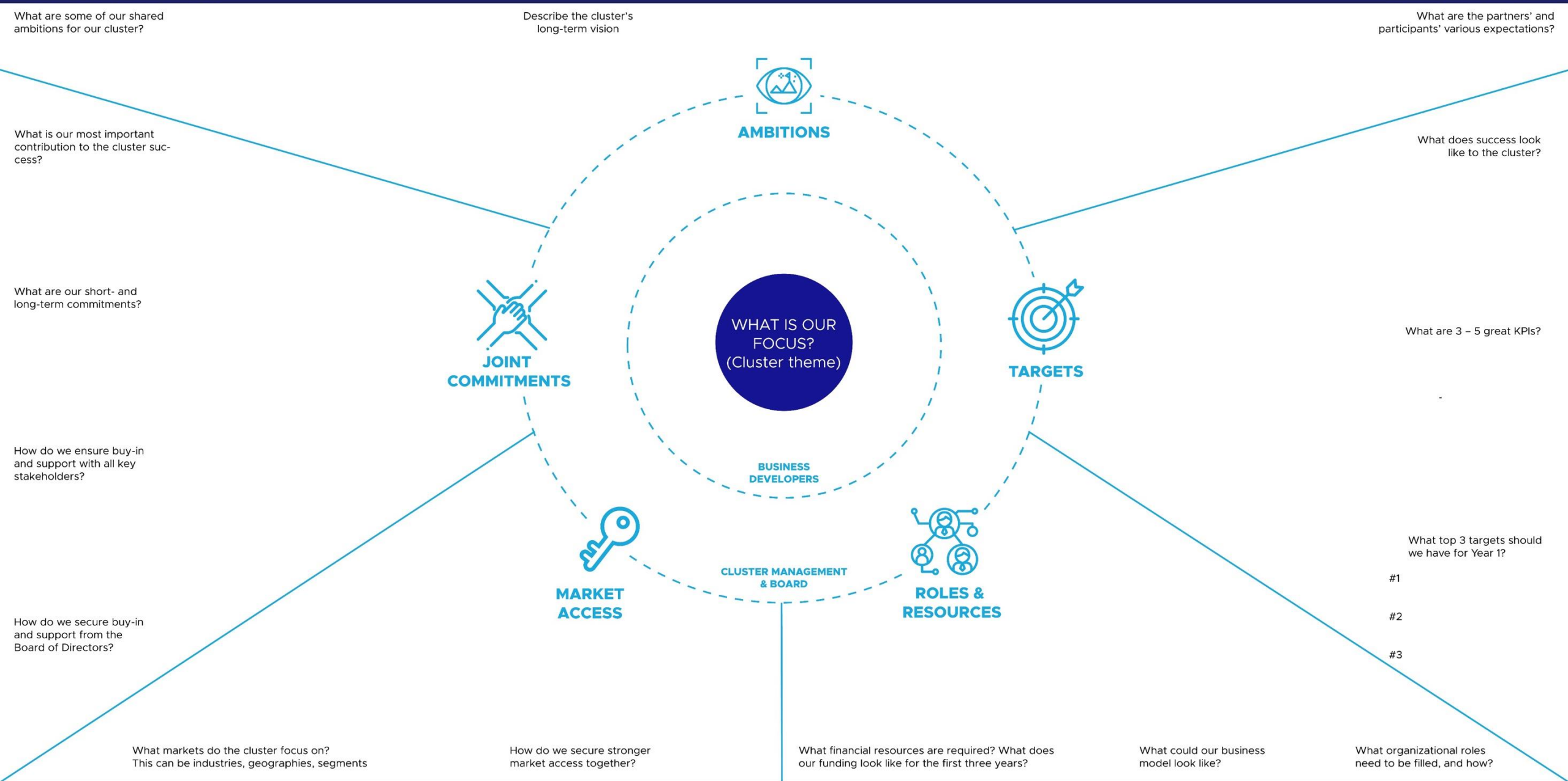
### Matchmaking

[Read more >](#)





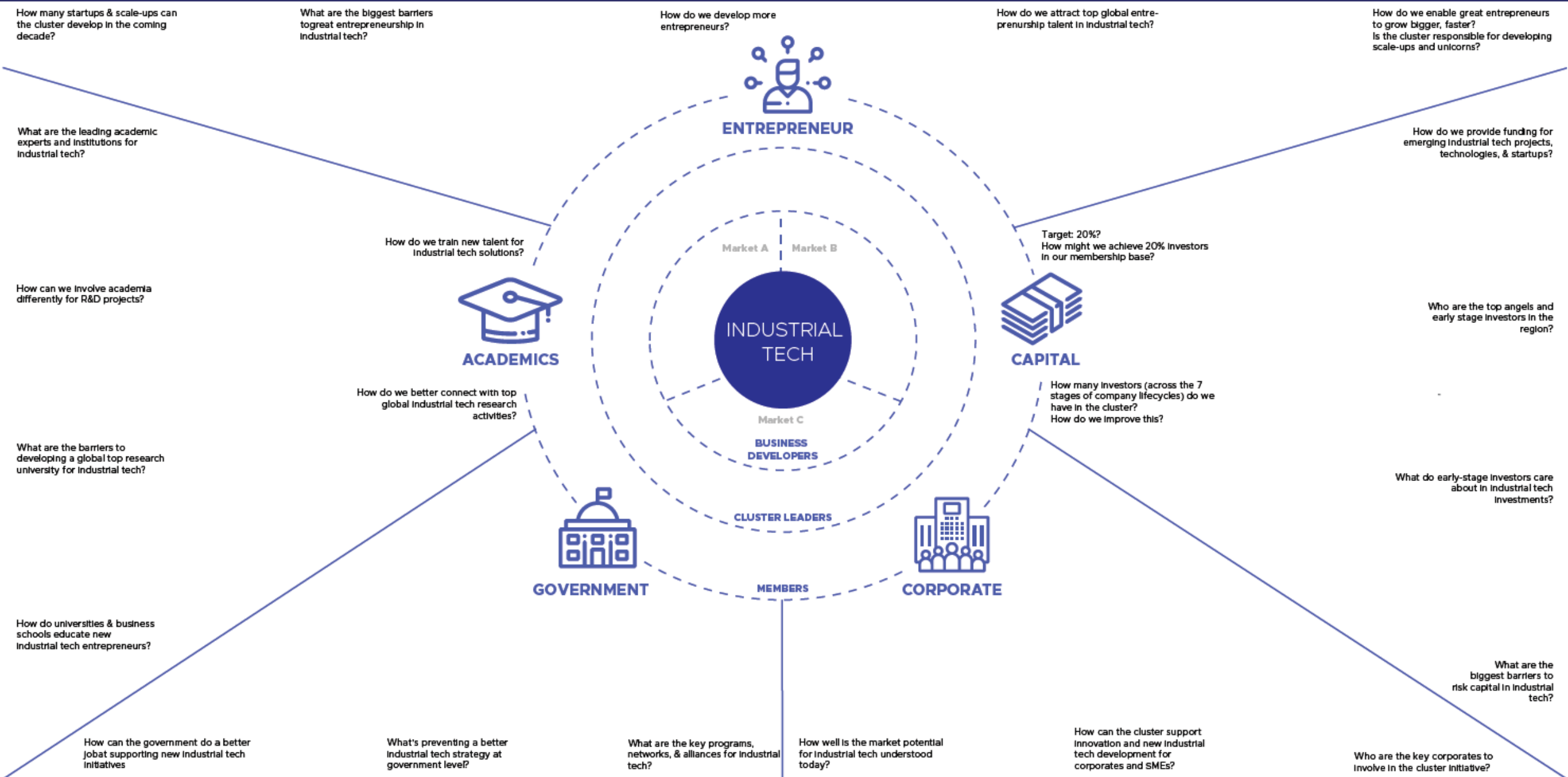
**LAUNCH**



**BREAKOUT 3.**  
**GROUPWORK**



**STRATEGY**



# Supercluster Strategy Map



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**WELCOME**

**INDUSTRIELL TECH  
SUPERCLUSTER**

Christian Rangen  
Feb 2026