

Excellence Clusters Webinar series #4 Governance & leadership

Christian Rangen
11. May 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**

LEADERSHIP IN CLUSTERS AND NETWORKS

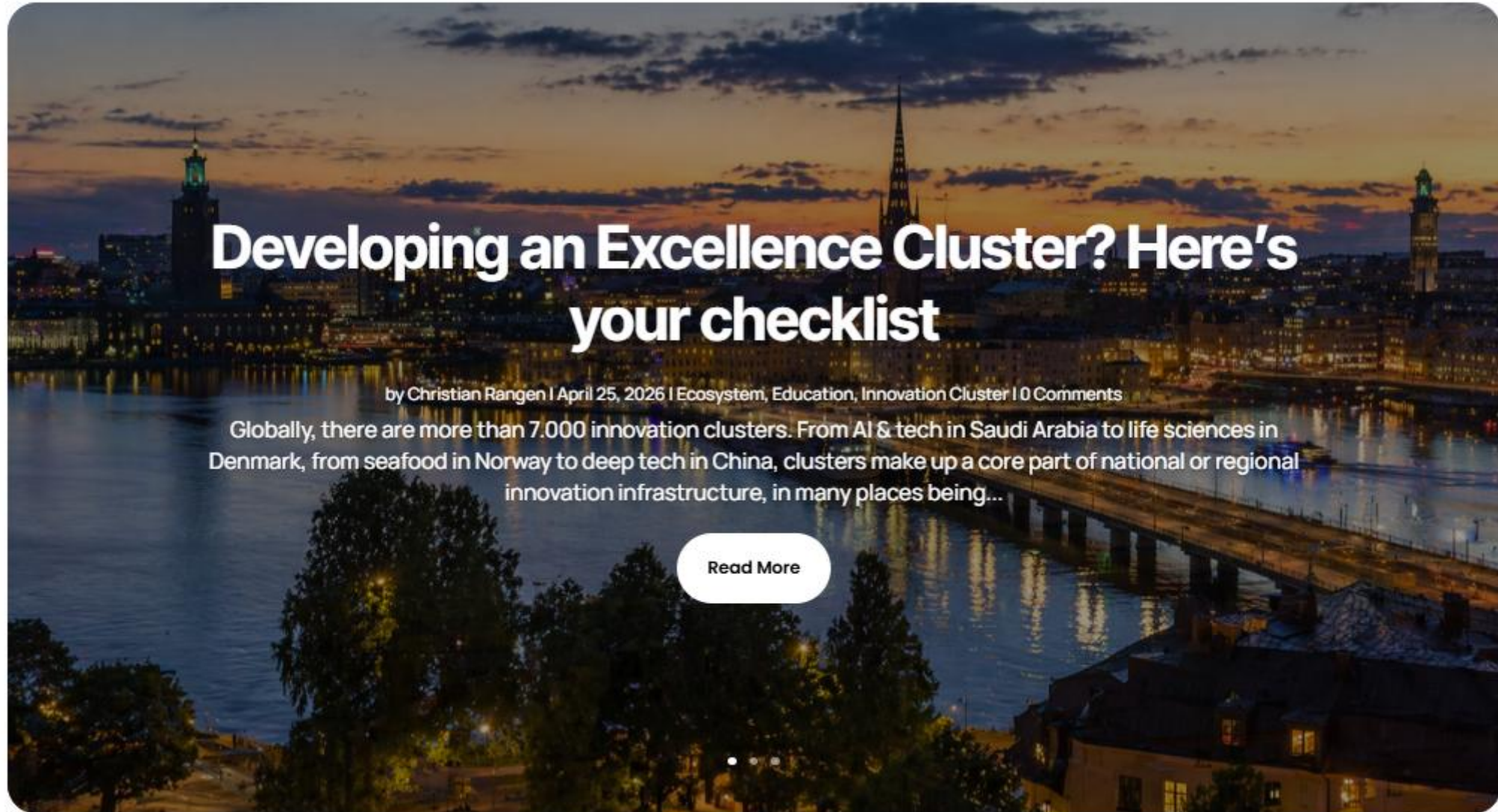


Globally there are some 7000 innovation clusters. In many countries, these clusters fuel a critical part of the national competitiveness, future growth industries and a large percentage of GDP. Yet, leadership in these critical innovation networks is poorly understood and little researched. Leading up to the 2020 Global Drucker Forum, we explore the topic and challenges of leading in an innovation cluster networked organization.

By: Christian Rangen and Tanja Hoel

This blogpost is written for the [Global Drucker Forum 2020, Leadership Everywhere](#)

Insights & Perspectives



<https://www.strategytools.io/blog/developing-an-excellence-cluster-heres-your-checklist/>



**Structure,
governance,
leadership & boards**

1. Legal structure

Most clusters are stand-alone, non-profit entities.

**...but they don't always
start out like that.**



Washington State
Department of
Commerce



KUNNSKAPSBYEN
LILLESTRØM



SOL
ENERGI
KLYNGEN



ARENA

Clusters might start as ‘a project’, and remain such for a while.

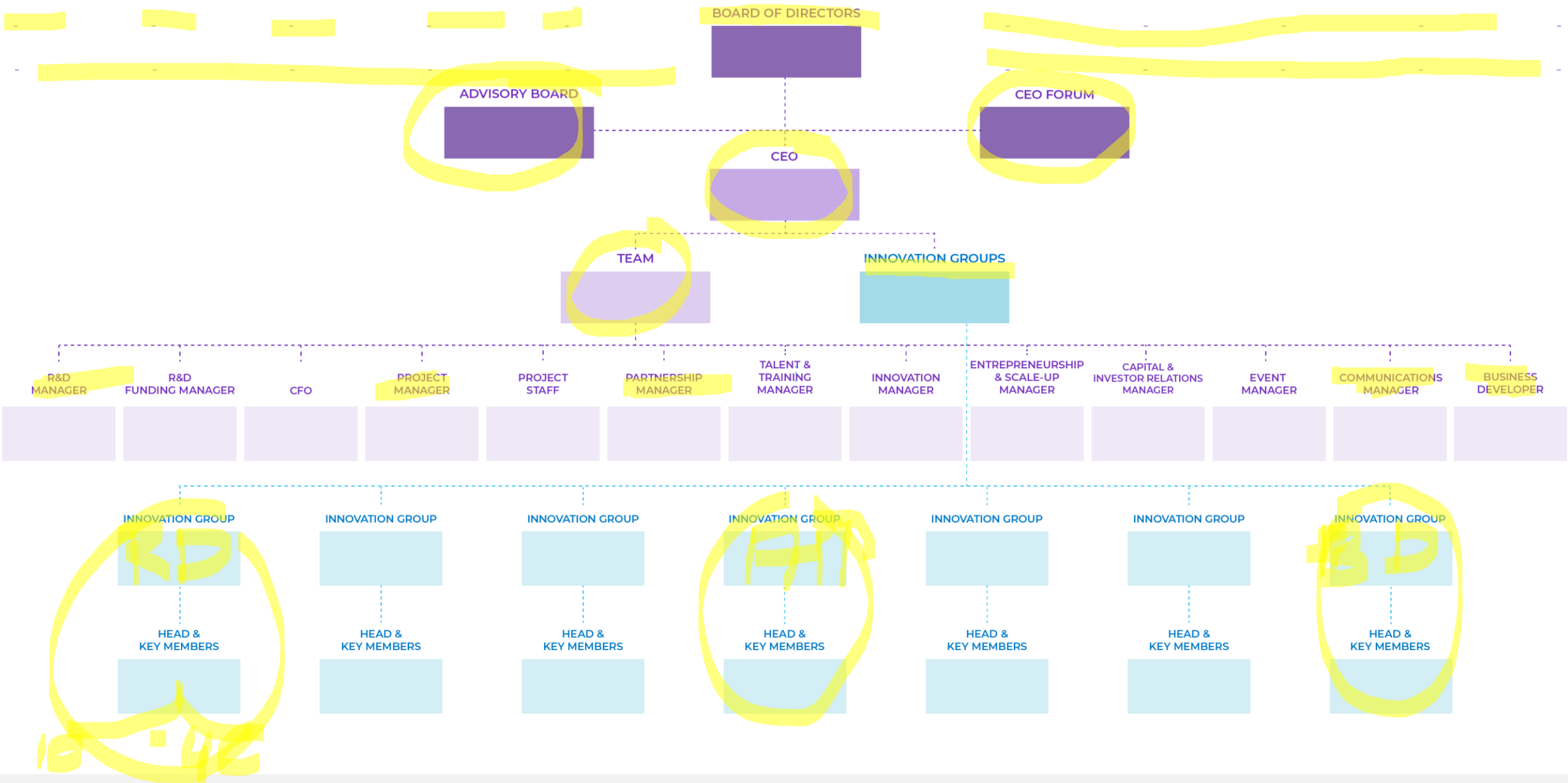
But, most end up with a stand-alone entity as they scale, often due to industry preferences and financial considerations

Plan for this from the start.

Be aware of issues around legal status, VAT, taxes and financial management issues, including setting up for-profit subsidiaries, including investment arms, etc.

Expect this to be a recurring issue during the cluster's lifetime.

2. Organizational structure



Maximising opportunities for the offshore wind industry

[Learn more !\[\]\(76a3e8b971e3f4e3e7bf4f40612c8a29_img.jpg\)](#)

~300

Members

[Get to know our members !\[\]\(0fc5900959ab10acc878f9ca1e00fe37_img.jpg\)](#)

50+

Yearly events

[See all events !\[\]\(82ace3c1cdce20e5f8670b9f0a4207cd_img.jpg\)](#)

17

Working groups

[View groups !\[\]\(486bed401f4fb097f8b045650d678c18_img.jpg\)](#)

Annual Report

2025



Organisation and administration

Organisation

Norwegian Offshore Wind is organised as a limited company with a Board of Directors elected among the owners. As a cluster organisation, the steering committee, elected among the members, is responsible for guiding cluster activities.

Administration

Norwegian Offshore Wind's main office is located in Haugesund.

100 employees worked in NOW end of 2025:

66 in Haugesund

14 in Oslo

20 in Stavanger

Gender balance: 8 women and 3 men.

NOW is still part of Innovation Norway's cluster programme.



CEO of Norwegian Offshore Wind

Steering Committee

The steering committee consists of representatives from across the offshore wind industry and supply chain. In 2025, the committee consisted of:

- 4 women and 7 men
- 4 steering committee meetings were held during the year.

Steering Committee 2024-2025:

- Ivar Slengesol, TGS
- Sille Grjotheim, DNV
- Øistein Johannessen, Equinor
- Anne Margrethe Bugge, Archer Wind
- Susanne Nævermo-Sand, Celsa Nordic
- Cathrine Elgin, CE Consulting
- Einar Tollaksvik, Vestervind Contractors
- Jon Arne Silgjerd, Automasjon og Data
- Gunnar Birkeland, Source Galileo Norge
- Knut Vassbotn, Deep Wind Offshore
- Birger Haraldseid, Stavanger Municipality



Ivar Slengesol is the leader of the Steering Committee in Norwegian Offshore Wind.

Four steering committee meetings were held in 2025.

Resources

Resource library

Image gallery

See all



Documents



Expo opportunities for Floating Wind Days 2025

PDF - 2.85 kB

Download ↓

Reports



Norwegian Offshore Wind Annual Report 2024

PDF - 7.66 kB

Download ↓

Documents



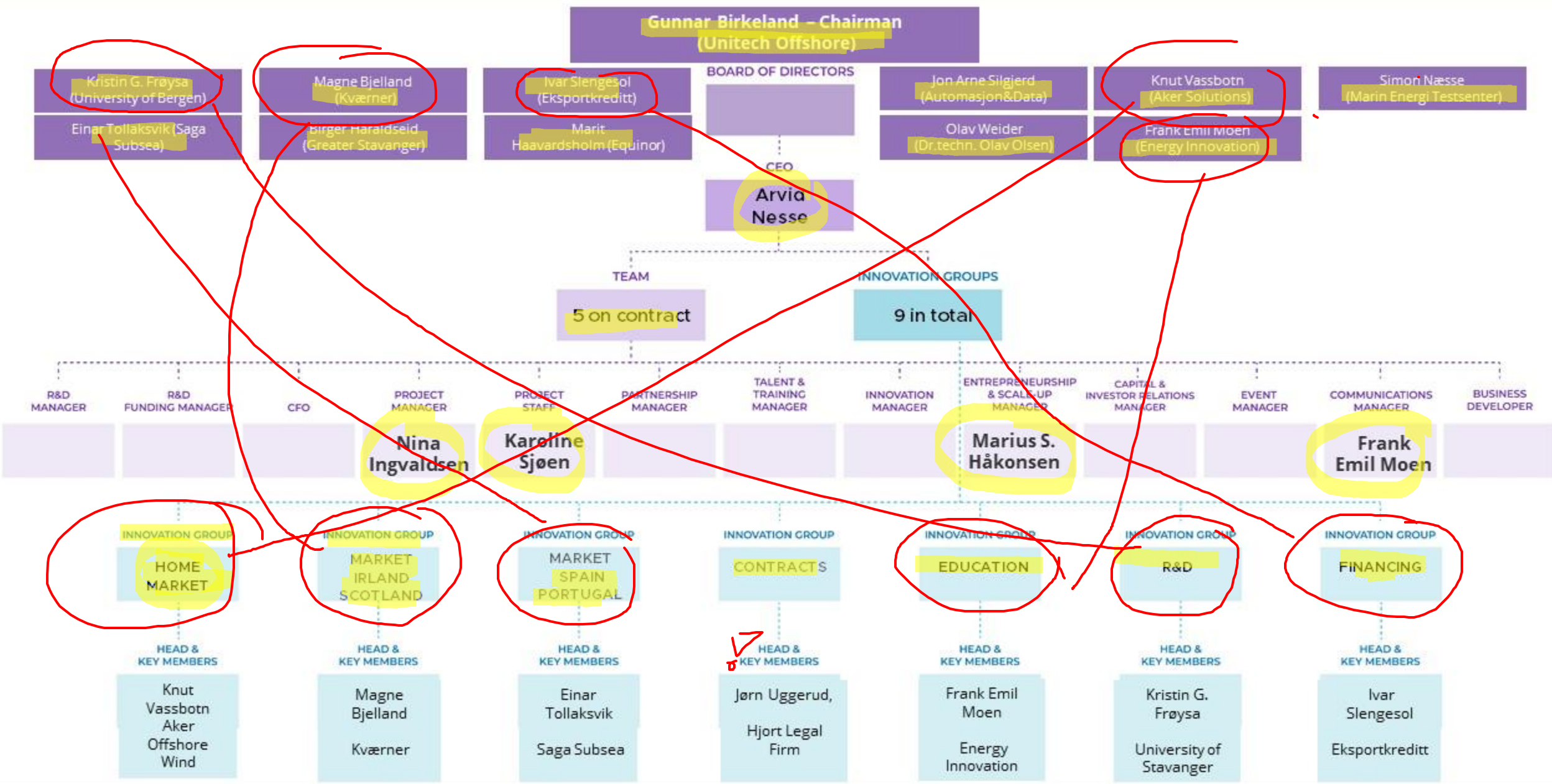
Annual Report 2025

PDF - 65.35 kB

Download ↓

https://www.norwegianoffshorewind.no/resources?mc_cid=72e31c96f0&mc_eid=5406710374





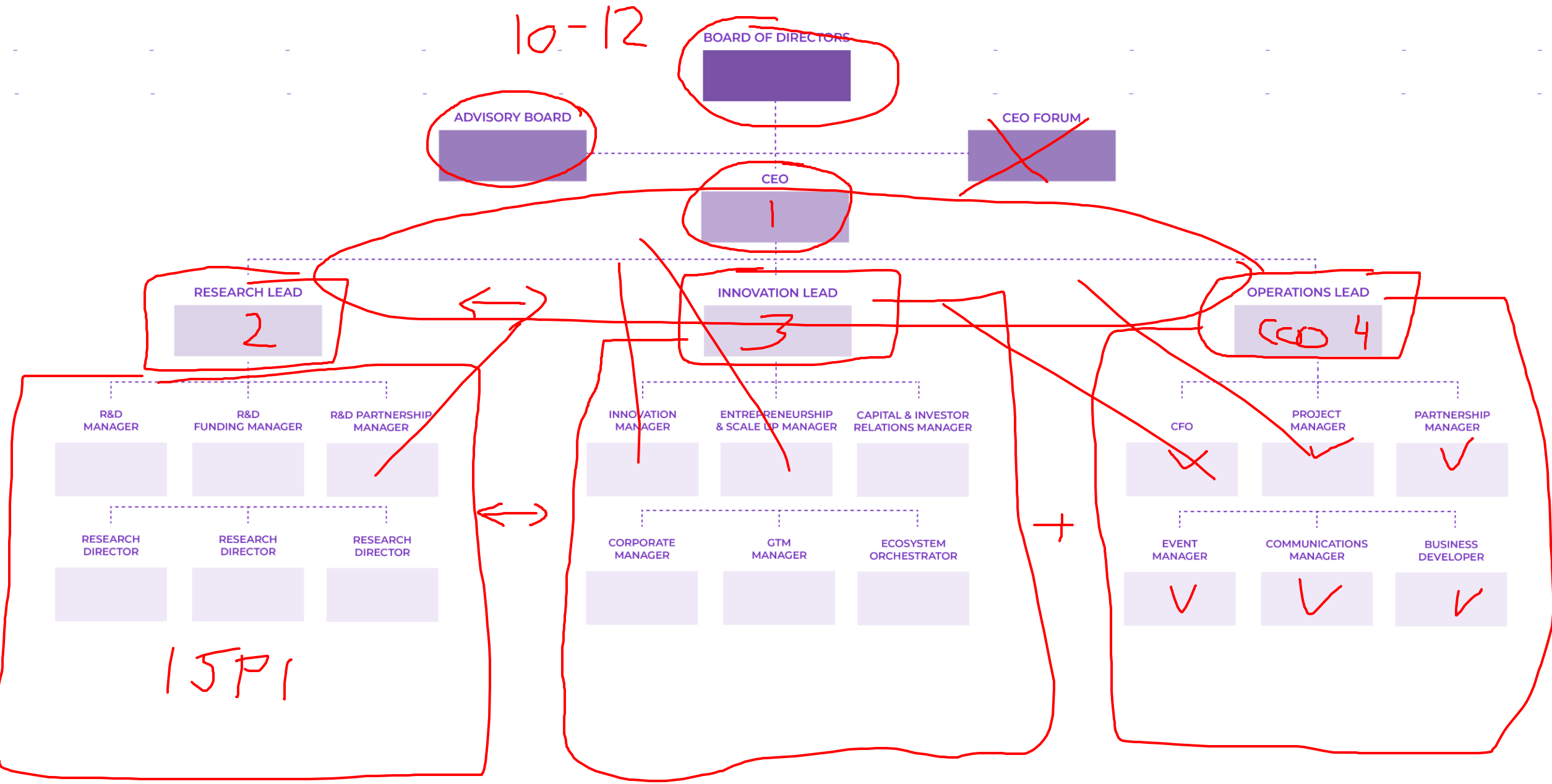
Supercluster Structure 2.0



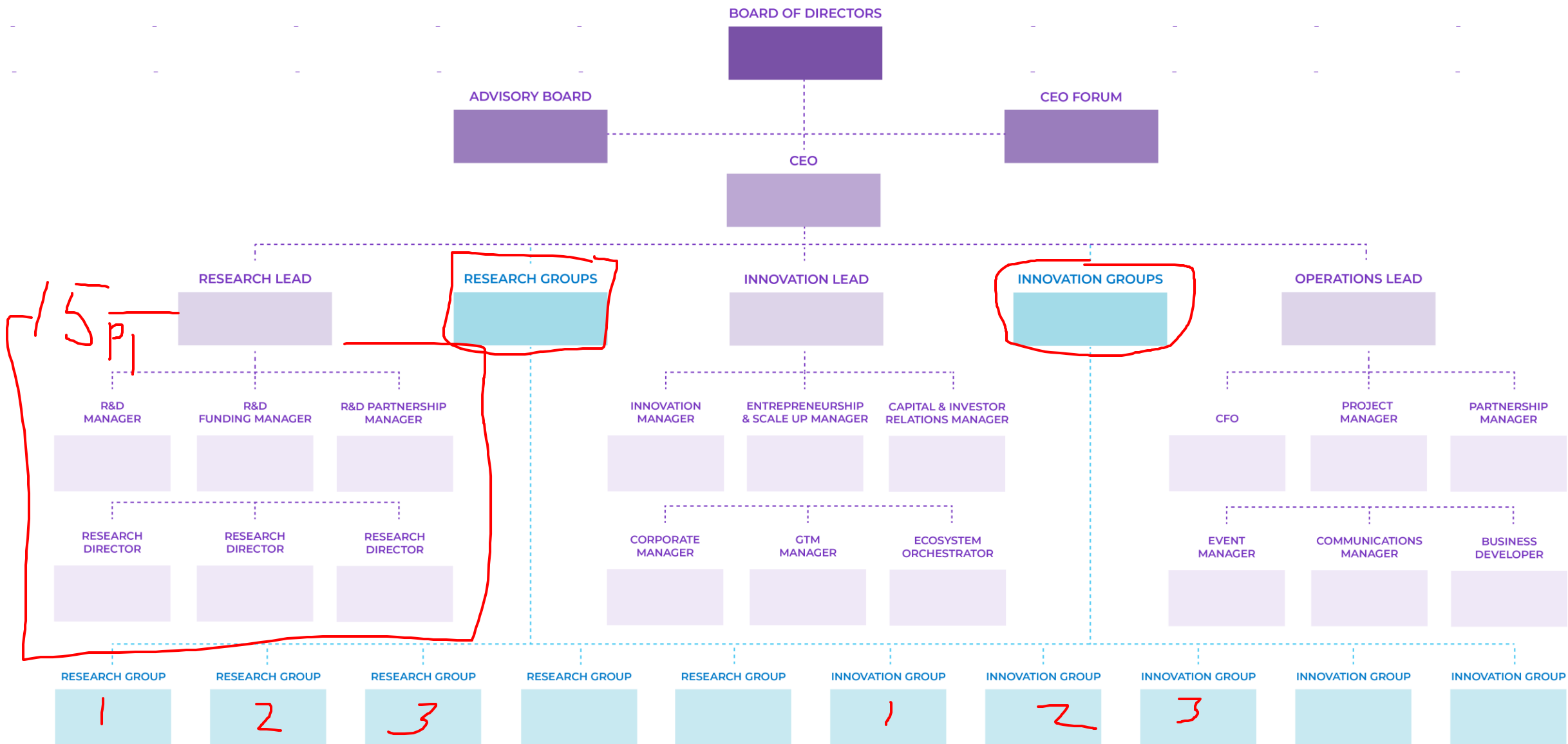
Get yours at www.strategytools.io
Supercluster Structure 2.0 by Christian Rangen is the intellectual property of Strategy Tools and is at your disposal under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.

2.1 Organizational structure: Sweden

10-12



Excellence Cluster Structure



Excellence Cluster Full Structure



Get yours at www.strategytools.io

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3. Leadership, but different



***“There are five
levels of
leadership”***

Professor
Morten E. Berg



***“Cluster leadership
is nothing like
regular leadership”***

Arild Kristensen
Cluster Manager
Smart Care Cluster

Former IBM Executive

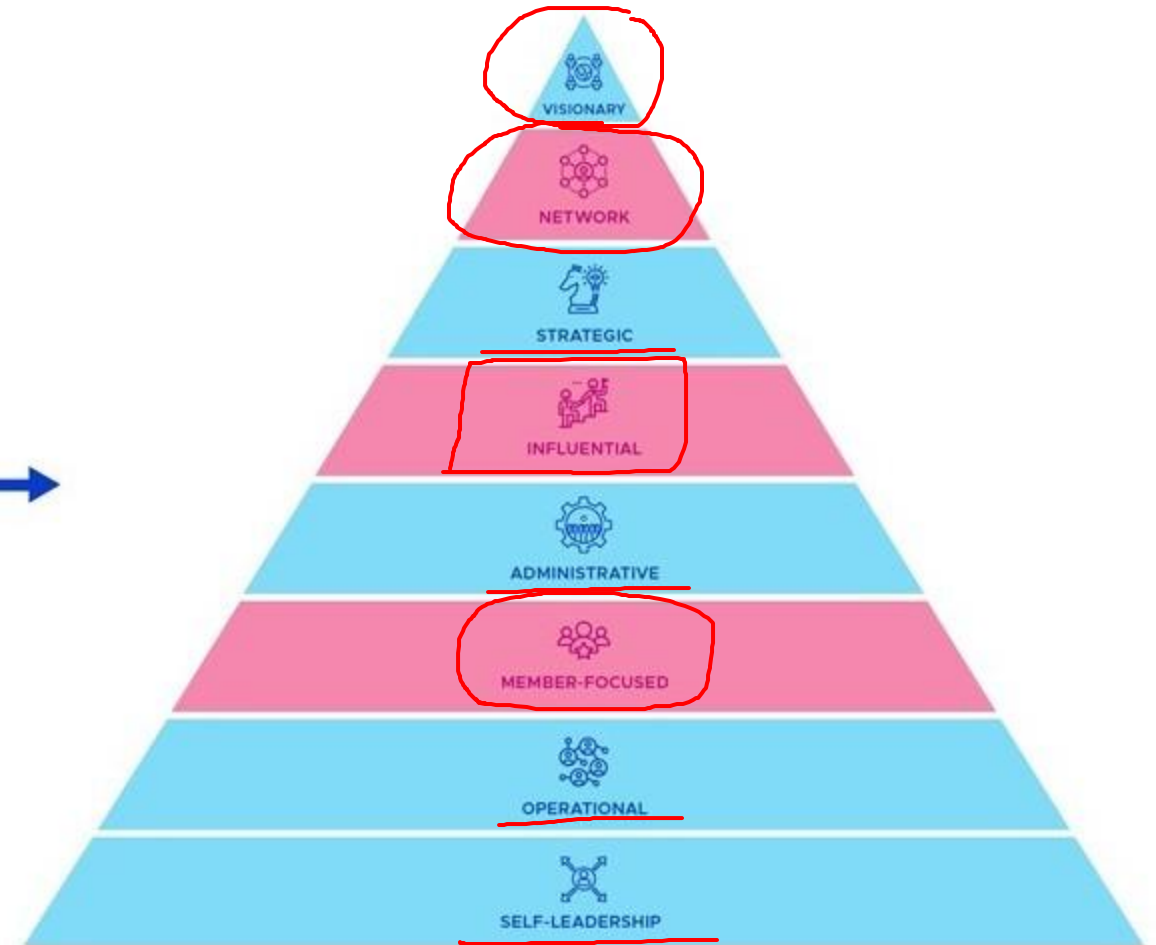
5 LEVELS OF LEADERSHIP



5 LEVELS OF LEADERSHIP



8 LEVELS OF LEADERSHIP

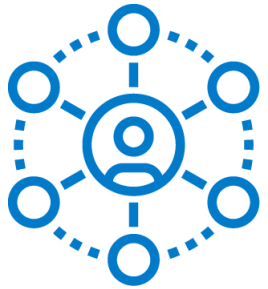


VISIONARY LEADERSHIP



“Where will this industry be in 25 years?”

NETWORK LEADERSHIP



“Can I call every key executive in the industry?”

STRATEGIC LEADERSHIP



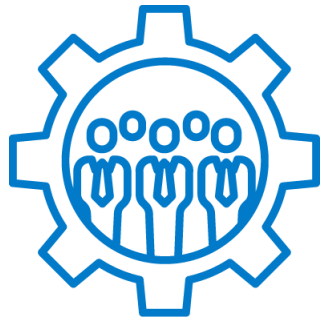
“How do we shape this industry over the next 5 years?”

INFLUENTIAL LEADERSHIP



“How do I build deep, personal relationships with all the key people in the cluster?”

ADMINISTRATIVE LEADERSHIP



“How do I make this cluster run flawlessly
– with a minimum of admin resources?”

MEMBER-FOCUSSED LEADERSHIP



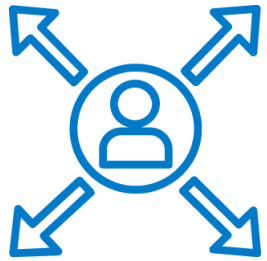
“How well do I really understand our members, their current business challenges and their future opportunities”

OPERATIONAL LEADERSHIP



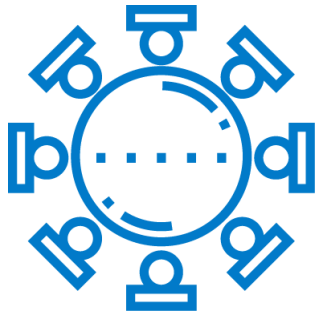
“How do I get my team and network to perform even better?”

SELF LEADERSHIP



“How – on bloody earth – do I manage all the tasks, deliverables, expectations – without killing myself in the process”

OVERALL LEADERSHIP



“How do I become a world-class cluster leader?”

LEADERSHIP LEVEL

	<p>VISIONARY LEADERSHIP</p>	<p>Self-Assessment</p> <p>1 2 3 4 5 6 7 8 9 10</p>	<p>Biggest Strengths</p>	<p>Items to Improve</p>
	<p>NETWORK LEADERSHIP</p>	<p>Self-Assessment</p> <p>1 2 3 4 5 6 7 8 9 10</p>	<p>Biggest Strengths</p>	<p>Items to Improve</p>
	<p>STRATEGIC LEADERSHIP</p>	<p>Self-Assessment</p> <p>1 2 3 4 5 6 7 8 9 10</p>	<p>Biggest Strengths</p>	<p>Items to Improve</p>
	<p>INFLUENTIAL LEADERSHIP</p>	<p>Self-Assessment</p> <p>1 2 3 4 5 6 7 8 9 10</p>	<p>Biggest Strengths</p>	<p>Items to Improve</p>
	<p>ADMINISTRATIVE LEADERSHIP</p>	<p>Self-Assessment</p> <p>1 2 3 4 5 6 7 8 9 10</p>	<p>Biggest Strengths</p>	<p>Items to Improve</p>
	<p>MEMBER-FOCUSED LEADERSHIP</p>	<p>Self-Assessment</p> <p>1 2 3 4 5 6 7 8 9 10</p>	<p>Biggest Strengths</p>	<p>Items to Improve</p>
	<p>OPERATIONAL LEADERSHIP</p>	<p>Self-Assessment</p> <p>1 2 3 4 5 6 7 8 9 10</p>	<p>Biggest Strengths</p>	<p>Items to Improve</p>
	<p>SELF LEADERSHIP</p>	<p>Self-Assessment</p> <p>1 2 3 4 5 6 7 8 9 10</p>	<p>Biggest Strengths</p>	<p>Items to Improve</p>
	<p>OVERALL LEADERSHIP</p>	<p>Self-Assessment</p> <p>1 2 3 4 5 6 7 8 9 10</p>	<p>Biggest Strengths</p>	<p>Items to Improve</p>



The Cluster Leadership Map

Reflections of a Cluster CEO

by TANJA HOEL, FORMER CEO OF NCE SEAFOOD INNOVATION CLUSTER



Tanja Hoel (Back), former CEO, and Solveig Holm (front), Project Manager, NCE Seafood Innovation Cluster.










For nearly four years, from May 2015 to February 2019, I had the privilege of serving as founding Managing Director (CEO) of the leading Norwegian seafood cluster.

During this time, we founded, designed and scaled the innovation cluster with a strategy to 3X the value creation of the Norwegian Seafood and Aquaculture industry by 2030. Our strategy was to increase the industry collaboration through knowledge, innovation and entrepreneurship. In my experience, cluster leadership is creating a community engagement to achieve a common vision. Making all members understand the value of co-opetition and co-

creation. Utilizing resources and knowledge from the cluster community to accelerate cluster members innovation capabilities.

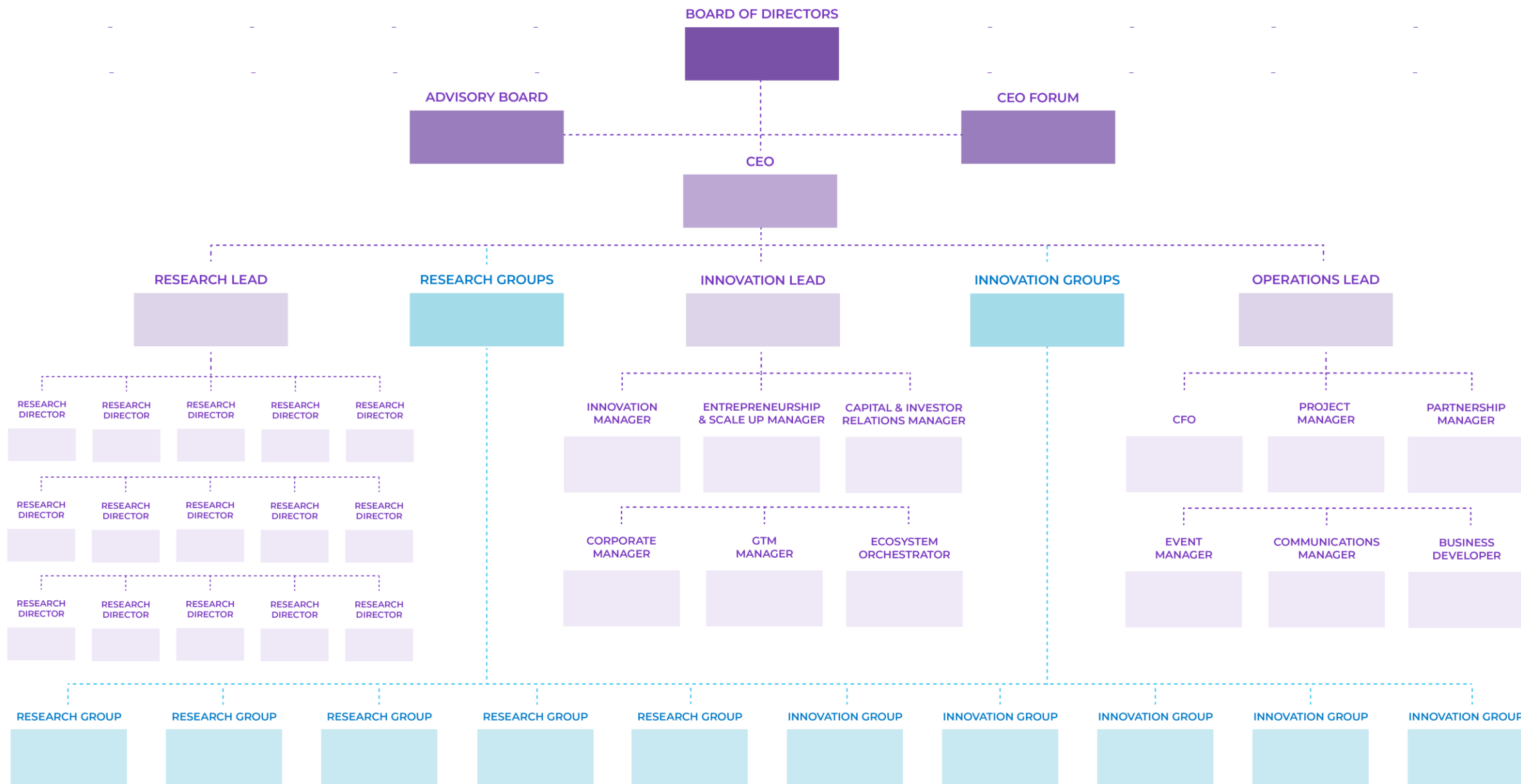
4. Leadership, at the Board



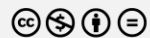
	☆ WORKING	☆☆ PERFORMING	☆☆☆ HIGH-PERFORMING
 MINDSET	<u>"I represent my company on the board"</u>	"I work on behalf of the wider industry and ecosystem"	<u>"I am responsible for building out a globally recognized innovation cluster"</u>
 EXPECTATIONS	"The cluster benefits from having me on the board"	"I expect to put in some work for the cluster and innovation groups"	"Working with this cluster is a perfect fit with my wider role and how I see my future career"
 TIME	<u>"I attend the board meetings"</u>	"I spend up to 4-6 hours, every week, working with the cluster"	<u>"I spend up to 20-50% of my time working with and for the cluster"</u>
 NETWORK	"I talk about the cluster to my network"	"I am a champion for the cluster in my network"	"I actively engage with key leaders in my network, take lots of 1:1 meetings and work hard to present, position and promote the cluster"
 FINANCE	"We pay regular member fees"	"As board member, we tend to pay a little bit higher member fee or bring more financial support than the average member"	"As board members and key leaders in this cluster, it is only to be expected that we pay higher membership fees and bring more financing into the cluster"
 STRATEGY DISCUSSIONS	"We discuss strategy in board meetings"	"We run extensive and frequent strategy workshops with the board"	"We spend a significant amount of time on cluster strategy, analysis, foresight, strategic alignment and run a great KPI Scorecard"
 ROLE	<u>"I am a board member"</u>	"I am an active champion"	"I try to bring visionary cluster leadership"
 KEY CONTRIBUTION	"I offer expertise and insights into the cluster and board"	"I get complex projects of the ground and get stuff done"	<u>"I close strategic deals and secure key partners, members and financing for the cluster"</u>
 COMPETENCE	"I know a great deal about clusters, ecosystems, collaboration projects"	"I read about clusters, hubs, ecosystems and try to learn what time allows"	<u>"I invest a significant amount of time into studying clusters, cluster theories, read books and reports on clusters. I visit other clusters and subscribe to several cluster newsletters to follow best practices"</u>
 CLUSTER CATEGORIES	"I am aware of the differences between 'Grow', 'Transform' and 'Build'"	"I spend a great amount of time, making sure we are in the right category of 'Grow', 'Transform' or 'Build'"	"I spend a big part of my time helping executives and members understand 'Grow', 'Transform' or 'Build'"



**ZOOM IN ON
SWEDEN**



Excellence Cluster Full Structure



Get yours at www.strategytools.io

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Getting started

- Check your drive and motivation
- Assemble your initial team
- Learn the basics of innovation clusters
- Understand the 'Research-to-cluster-to-ecosystem' model
- Embrace the quintuple helix
- Engage the ecosystem & stakeholders



Co-creating the outcome

- Lock in your project team and champions
- Set the vision, mission, ambition
- Complete the baseline economic analysis
- Define what success looks like
- Set your outcome metrics
- Chart the strategy
(Research, innovation, ecosystem)



Locking in the next 10 years

- Nail your members' value propositions;
recruit & onboard
- Develop the cluster's business
model & key financials
- Design your leadership team and
governance structure
- Draw up your timeline
- Lock in your detailed two-year activity plans
- Write the application



Excellence Clusters Checklist



Get yours at www.strategytools.io

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Insights & Perspectives

Developing an Excellence Cluster? Here's your checklist

by Christian Rangen | April 25, 2026 | Ecosystem, Education, Innovation Cluster | 0 Comments

Globally, there are more than 7.000 innovation clusters. From AI & tech in Saudi Arabia to life sciences in Denmark, from seafood in Norway to deep tech in China, clusters make up a core part of national or regional innovation infrastructure, in many places being...

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