



Regione  
Lombardia

# Cluster policy in the 4Motors for Europe:

Experiences from Lombardy

26th November 2025



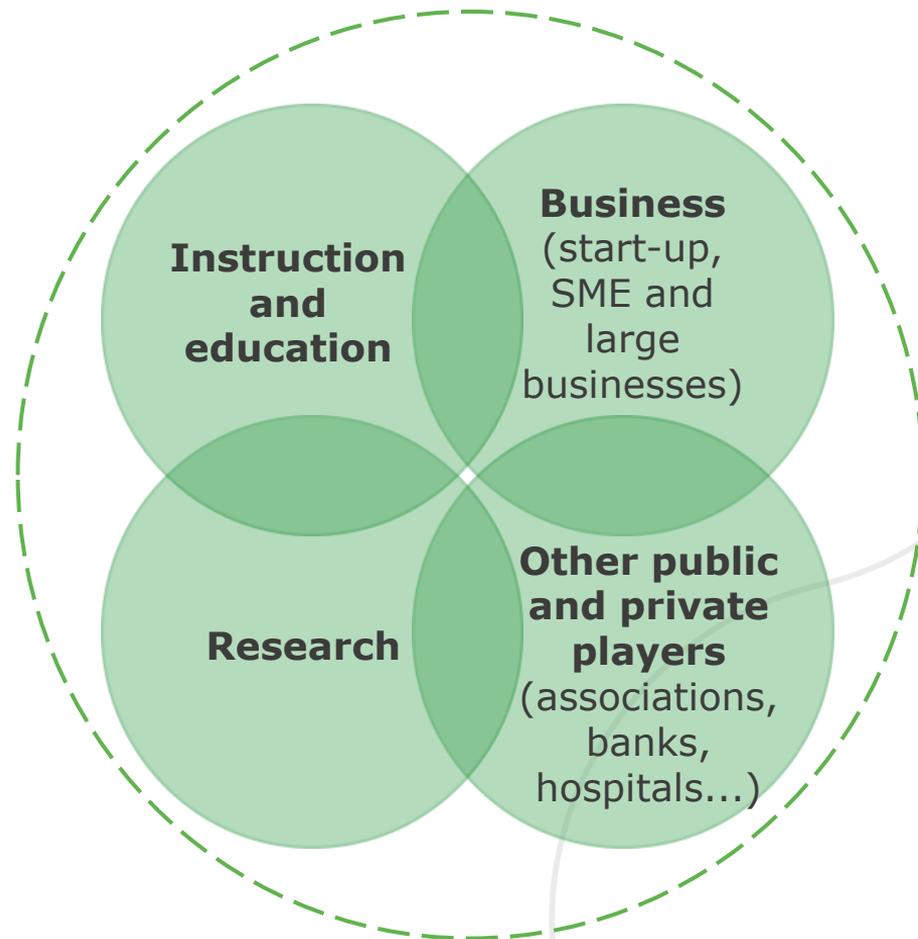
# Lombardy Technological Cluster

## nature and added value

- It's an **organised aggregation** of businesses, universities, research centres and other public or private bodies (including financial ones) operating in the field of **competitiveness**.
- It's spread **all over the region**.
- It focuses on a **specific technological sector**.
- It has its **own legal status and governance**.
- It contributes to the **competitiveness** of the reference economic system on a local, national and international level.

Geographic concentration

Synergies to promote innovation and competitiveness

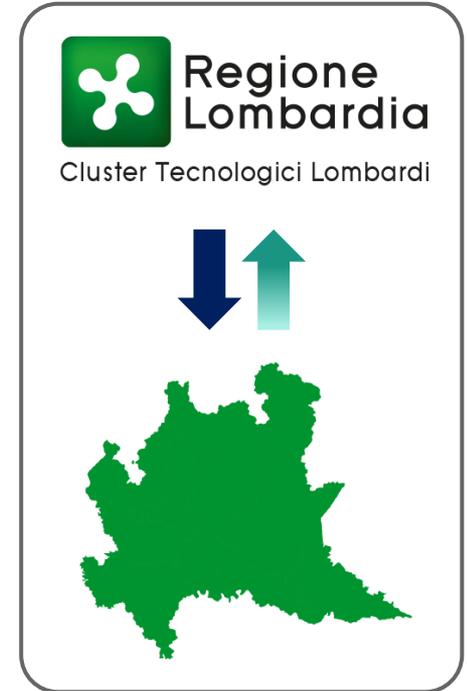


Focused on a specific technological sector

Governance

# The added value of the cluster

- a **network** of scientific and industrial players that strive to achieve adequate critical mass to tackle primary challenges in a certain **sector** on both a national and European level;
- implementation of the **knowledge triangle** among enterprises, universities and research centres, plus other public and private players operating in the sector of innovation;
- an influential **intermediate governance body**, facilitating the inclusion even of small businesses (MSMEs and start-ups);
- a stimulating environment for research and innovation, in line with **European strategies**;
- evolution of the system from a **triple helix** model towards a **quadruple helix one**: government, research, industry, civil society.

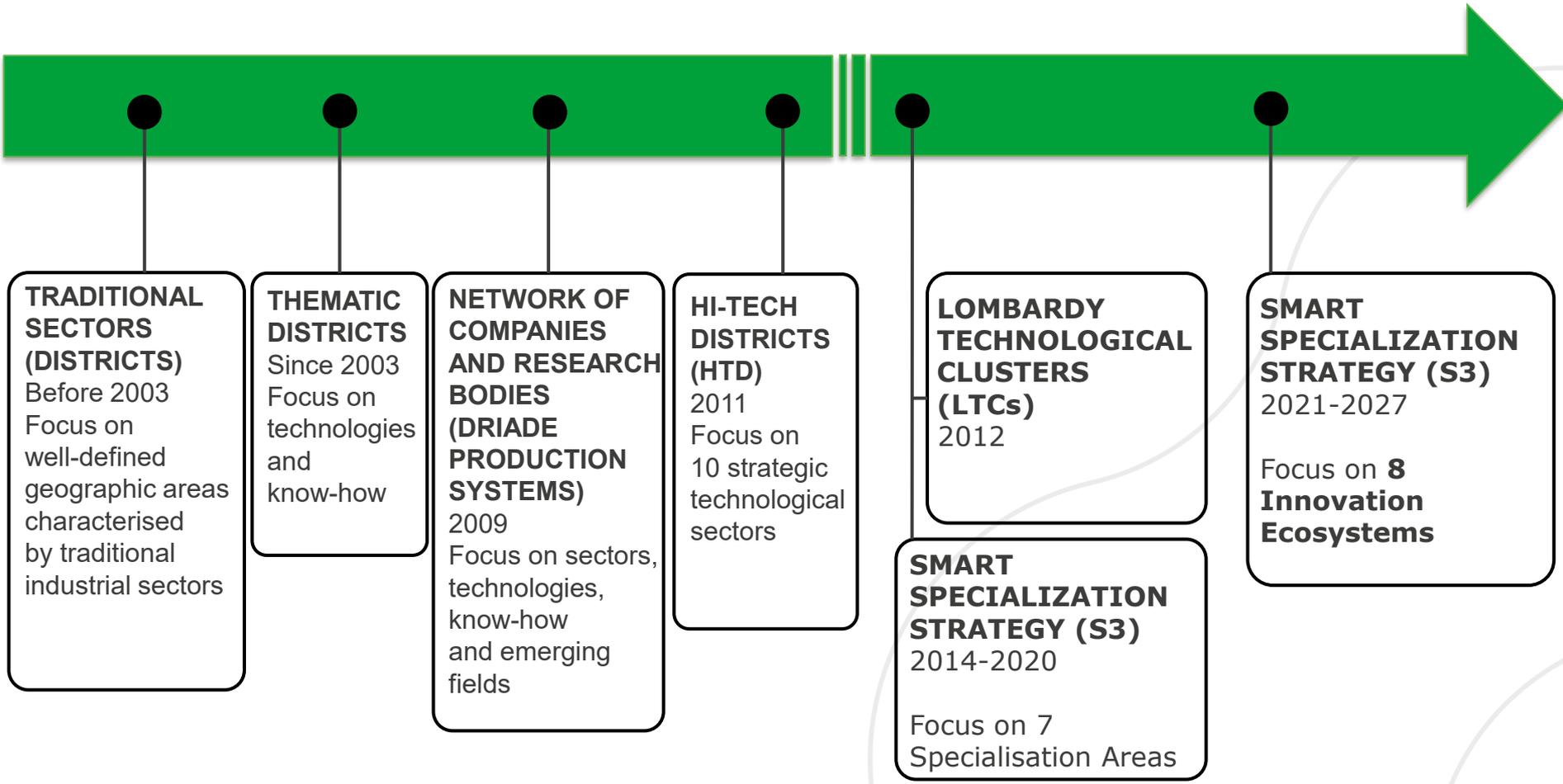




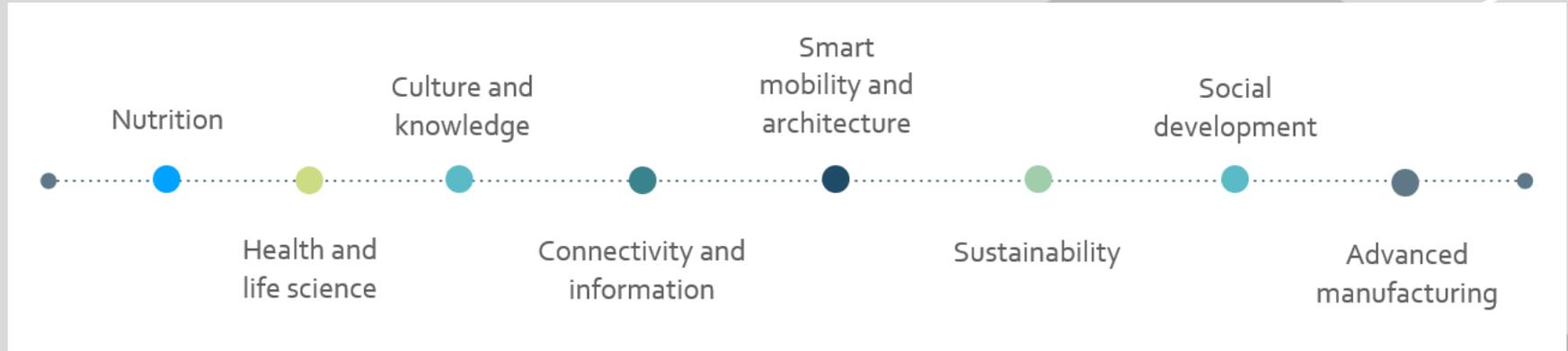
LTCs

EVOLUTION AND

RECOGNITION



# 8 Innovation Ecosystems



The concept of “innovation ecosystems” represents a different tool for the comprehension and interpretation of the territorial dynamics and regional developments by taking into account the different *set of specificities, competencies and actors*, which contribute to **satisfy the needs of the citizen and concur in the generation of innovative capacity**. Nonetheless, this approach allows to better grasp the cross-cutting and cross-sectorial elements which characterize territorial development and its potential.

To facilitate the process of consolidation and development of the existing **Lombardy Technological Clusters (LTCs), Lombardy Region:**

- ✓ launched a **first regional call** (€ 1,000,000 of regional funds) for the two-year period 2014-2015 for the start up phase of each cluster
- ✓ formally **recognized 9 Lombard Technological Clusters (LTC)** with a personalized logo as tools of soft governance between the territory and the local government



- ✓ provides **periodically meetings** for alignments and exchange of information
- ✓ launched a **second regional call in 2016** for the consolidation of the Clusters Organization (€ 1,000,000 of ERDF funds).

## 144 AFIL



of which

116

companies

14

research  
organisations

14

other  
entities

## 14 CAT.AL



of which

4

companies

4

research  
organisations

6

other  
entities

## 83 CLM



of which

70

companies

4

research  
organisations

9

other  
entities

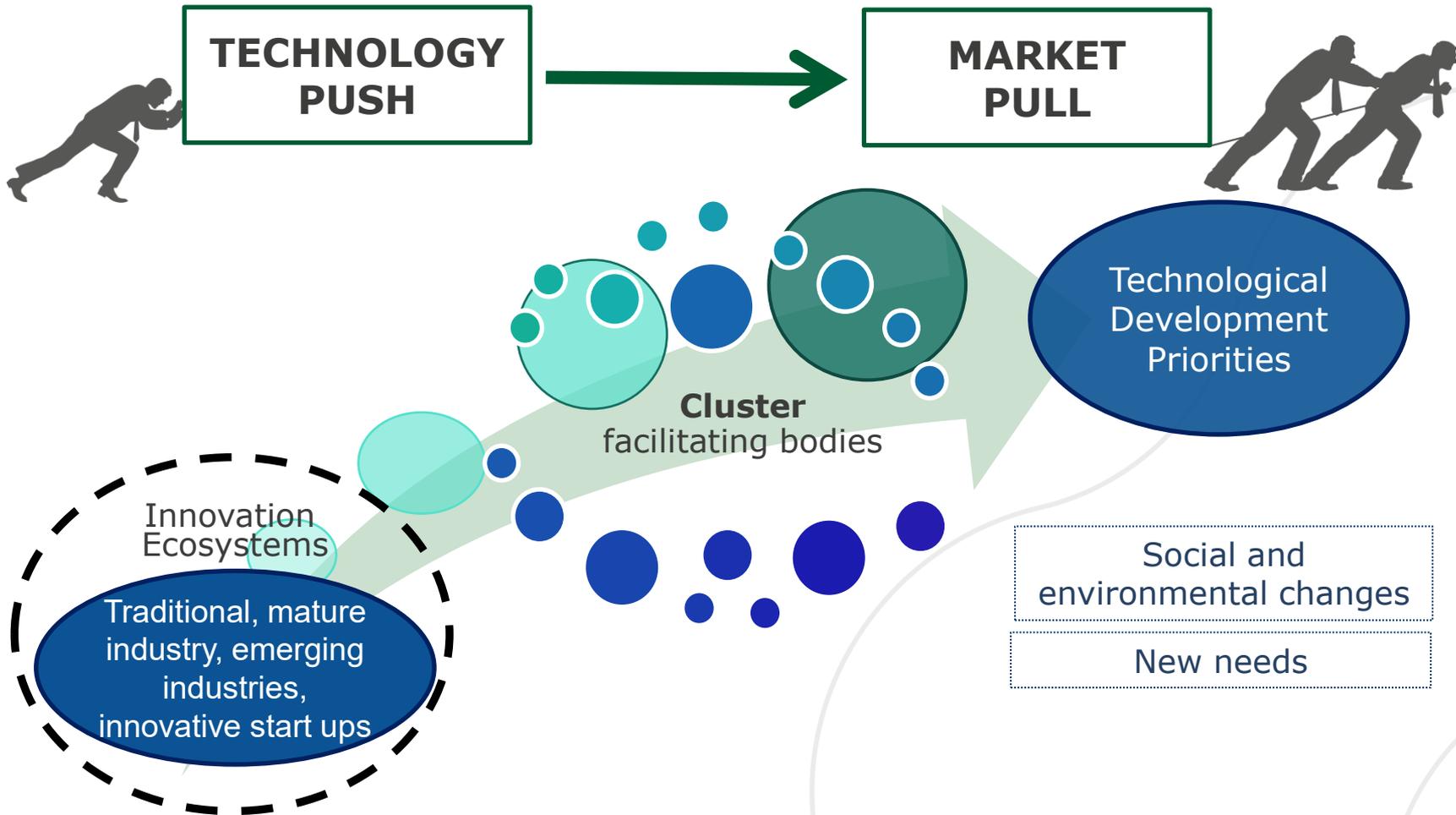


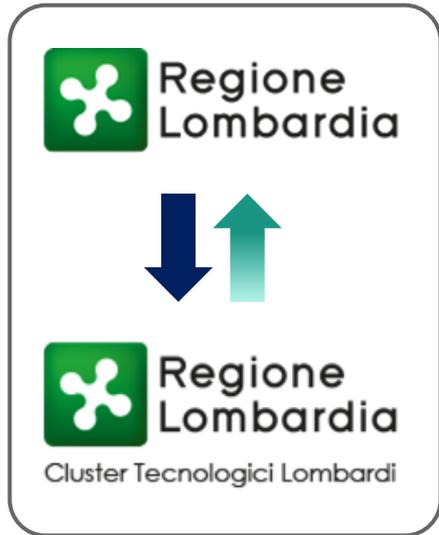






AN EVOLVING  
CONTEXT  
AND THE ROLE OF LTCs

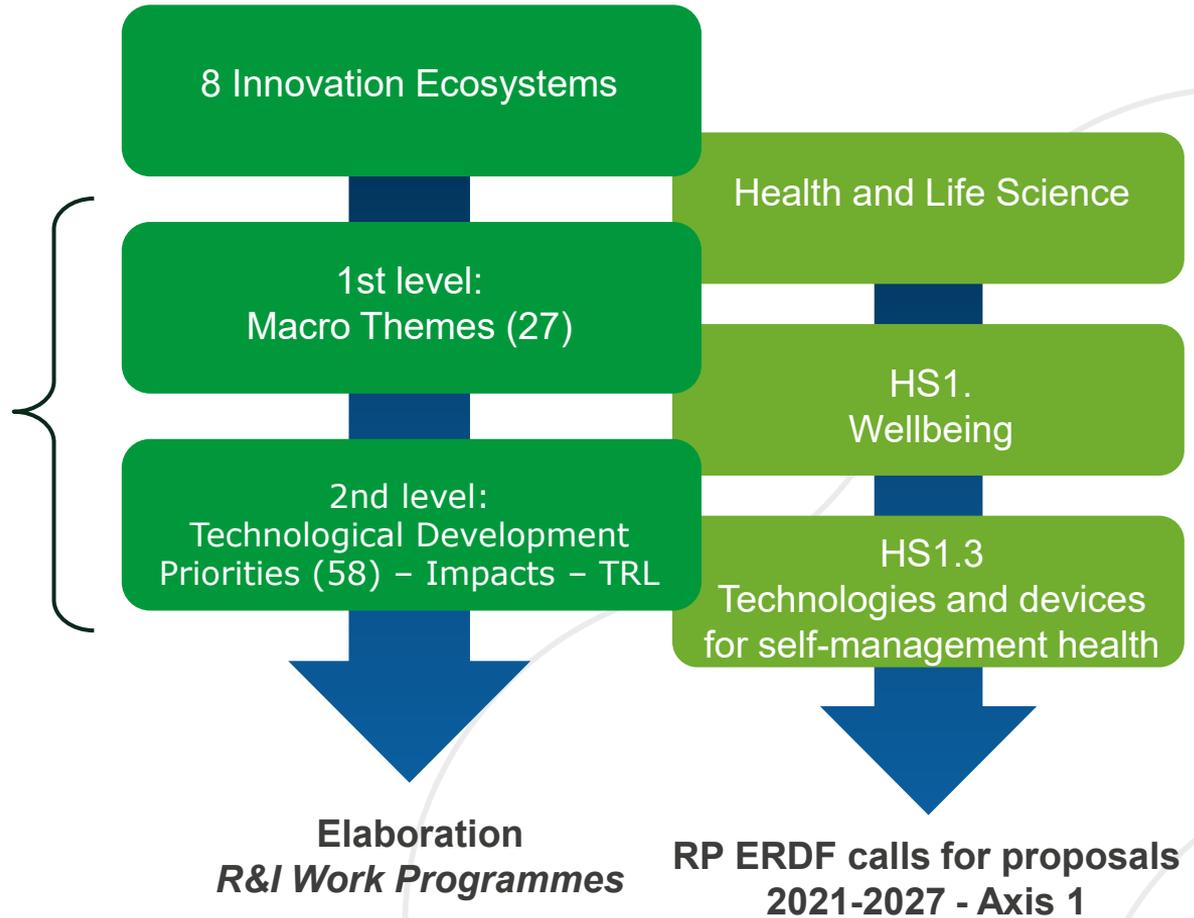




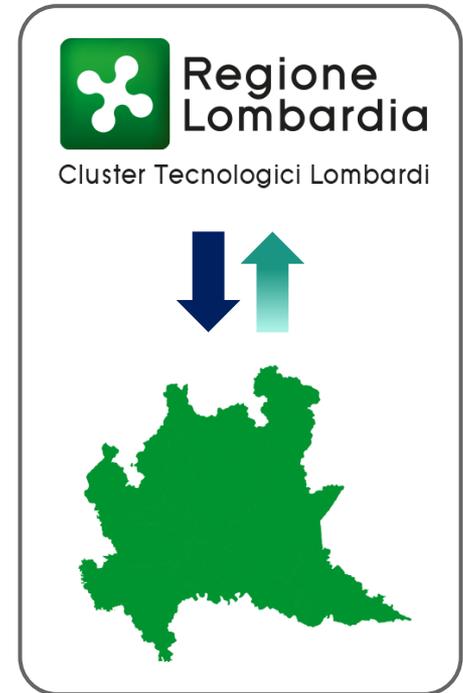
- Implementation of the 8 Innovation Ecosystems – RIS3
- Participation in regional, national and EU roundtables (e.g. KIC, 4 Motors for Europe, Vanguard Initiative)
- Definition and update of the macro themes of the Work Programmes that implement the S3
- Promotion of the Open Innovation
- Competency mapping
- AOB

**EDP – each two years**  
*since 2014*

Definition of the macro themes and technological development priorities of the Research and Innovation Work Programmes that implement the S3 Strategy



- Promotion of excellences expressed by the territory
- Spreading of international best practices
- New value chains
- New business opportunities
- Participation at regional, national and EU initiatives dedicated for clusters and business networks
- AOB





Inclusive and representative of the majority of the region's industrial and scientific bodies



Integrated, with different roles depending on the LTC, at the respective national coordination table



Partners in international networks and projects

Well-defined **roles** and responsibilities among the 'helixes':

- aim → self-sustainability and survival in the long term;
- long-time growth of regional **representativeness and inclusivity**;
- growing **interaction** of the triangle of knowledge;
- active role of **SMEs** in LTCs;
- cross-sector collaboration among LTCs;
- transnational collaboration towards the concept of **metacluster**;
- **Smart Specialisation Strategy**:
  - ✓ linking of cluster policies with regional and national agendas
  - ✓ synergies and partnerships between European regions with similar priorities

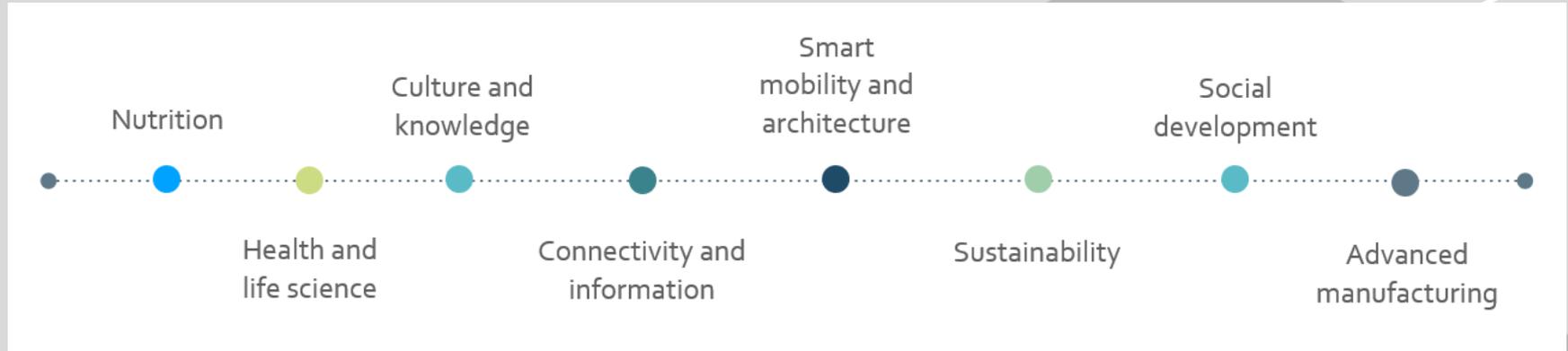
Lombardy Region is promoting a **process/programme to consolidate and enhance its research and innovation ecosystems**, with the aim of strengthening their competitiveness nationally and internationally, promoting their economic, environmental, and social sustainability, and increasing their resilience in the face of global challenges and transformations.

To this end, the **Lombardy Technological Clusters** are engaged to create enabling system conditions and contribute to:

- strengthening connections between key players,
- promoting collaborations between the research and productive system,
- increasing visibility of Lombardy's excellences,
- fostering technological development

as well at international level.

# 8 Innovation Ecosystems



The concept of “innovation ecosystems” represents a different tool for the comprehension and interpretation of the territorial dynamics and regional developments by taking into account the different *set of specificities, competencies and actors*, which contribute to **satisfy the needs of the citizen and concur in the generation of innovative capacity**. Nonetheless, this approach allows to better grasp the cross-cutting and cross-sectorial elements which characterize territorial development and its potential.

Clusters contribute to **support research, innovation and competitiveness** by:

- ✓ providing services to members,
- ✓ acting as authoritative consultative bodies,
- ✓ mapping member expertise,
- ✓ participating in European projects and networks
- ✓ and offering training and information seminars specific to their areas of expertise.

The process/programme will include **three calls for proposals** for Lombardy Technological Clusters. The first call (2025) will open in a few days. The next calls will be launched in 2026 and 2027.

Each regional call will offer € 1,000,000 of regional funds.



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Lombardia

**Thank you**