



Implementing a cluster-based innovation policy in Russia : a model to invent

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Разные Кластеры

Современная концепция “кластеров” была популяризована в 80-е.

В течение последних 10 лет эта концепция возродилась в качестве инструмента **индустриальной политики** во многих европейских и азиатских странах.

В Европе существует около 2000 различно организованных кластеров



Кластеры «ориентированные на бизнес»

В Северной Европе, в Италии, в некоторых регионах Германии, кластеры, в основном, «ориентированы на бизнес», т.е. ориентированы на межфирменную кооперацию.

Они обычно существуют в форме организаций, зарабатывающих прибыль.



Про-активный подход

Во Франции, как и в некоторых других странах (Южной Кореи, Южно-Африканской Республке), применяют более **«про-активный»** подход.

- . Стратегия определяется на государственном уровне.
- . Государственное финансирование.
- . Внутренняя организация: кластером совместно управляют предприятия, региональные и государственные власти.
- . Начилие постоянных структур поддержки предприятиям.



Сочетание двух подходов

Регионы все больше принимают участие в организации кластеров и в определении их общих направлений.

- . в Германии.
- . в Испании.
- . в Южной Америке: Аргентине, Чили, Бразилии.
- . в Индии: политика развития кластеров определяется на государственном уровне и осуществляется на региональном уровне. Более 6500 кластеров.

В управлении кластерами плодотворно сотрудничают предприятия и государство.



Justification for cluster-based innovation policies in Russia

An economy still in transition

- . The 2008 crisis highlighted the weaknesses of the Russian economy
- . Absolute need for “modernisation”.
- . Issue at a national level – technological capability - as well as at a regional level – diversification.
- . Lack of entrepreneurial culture.
- . Strong state influence.
- Need to invent new tools for development



Justification for cluster-based innovation policies in Russia

Russia at crossroads : how to to it

- . New concept = mix between clusters, technoparks, special economic zones, Skolkovo...**
- . Contradictory influences**
- . Strong focus on fiscal policies**
- . No clear-cut central policy**
- . Many initiatives in the regions**
- . Problem of financing**



Justification for cluster-based innovation policies in Russia

The current status : many initiatives

- . SEZ**
- . Clusters**
- . Technoparks**
- . Skolkovo**



A practical approach for Russian clusters

Some clusters have a bottom-up approach (on the model of Northern Europe)

- . Limited State involvement**
- . Focused on intercompany-cooperation**
- . Run as profit-making organisations.**

Example : Saint-Petersburg



A practical approach for Russian clusters

Strong interest in the French experience

- . Top down impulse with significant State or regional government involvement**
- . Technology focus. Major R and D projects at the initial stage**
- . Public and private participants**
- . Strong organisational support. Permanent support staff**



A practical approach for Russia : case study

Context

- . Industrial region**
- . Good educational system**
- . Several successful companies**
- . Need to develop the regional environment**
- . Common will of regional government and of some companies to develop clusters**



A practical approach for Russia : case study

Determination of the objectives of a cluster

Why a cluster?

- . Providing a framework for public policy in terms of economic development, but also of education and research policy.**
- . Giving a favourable environment for developing technological capabilities: organising cooperation between public research centres, local authorities, larges corporations and SMEs**
- . Providing services to participating companies, especially start-ups and SMEs.**
- . Strengthening existing companies.**
- . Giving national and international visibility.**



A practical approach for Russia : case study

Determination of the priorities in the course of implementation

- . Creation of a complete ecosystem, integrating the whole value chain from education and research to market access.
- . Choice of a top down approach (limited number of existing companies).
- . Special attention paid to organisational support and development of market opportunities.
Already existing programme for SMEs.



A practical approach for Russia : case study

Involvement of all stakeholders

Key factors: involve all types of organisations and strongly push synergies between them.

R and D synergies. Not obvious in this specific case. Worked with other Russian clusters.

Market synergies.

- . intra cluster synergies. May work if large companies push them.
- . inter-cluster synergies. The overall dynamics is not strong enough.
- . public purchasing policies. Ex : geographical information.

Training/ relations with universities

Cluster can be a strong incentive for the best students to go to these Universities. This implies more resources for the universities. Possibility : cluster sponsored programmes (already exists at the level of individual firms)



A practical approach for Russia : case study

Specific actions towards SMEs

- . **Support for business creation.** Entrepreneurs must have support in developing their innovation into a business. Already started.
- . **Support for search of financing:** training on “how to present an attractive business plan”, meetings with investors... Since participation in clusters is linked to a committee approval, this gives a first level of legitimacy.
- . **Dissemination of information.** Having a well-documented website which provides information on IT industry, technology, business regulations....
- . **Networking.**
- . **Support in the development** of relations with larger cluster members.



A practical approach for Russia : case study

Financing

- . Clearly a weak point.**
- . Small participation from the region.**
- . Not much money from private investors.**



A practical approach of clusters : a few guidelines

- . Clusters are definitely relevant for regional policies.**
- . Knowledge of cluster policy tools is not widespread in Russia.**
- . Need for strong political commitment from regional authorities.**
- . Companies have to be motivated need for success stories**
- . The importance of immaterial factors should be put forward.**
- . Financing solutions must be worked out.**



Спасибо за внимание