



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

**Jean-Louis Truel**

Associate professor Université Paris-Est Créteil;  
Vice-President Cercle Kondratieff

18 April 2012



## 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