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 Корее, Южно-Африканской Рсеспублике), 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 <u>complete ecosystem</u>, integrating the whole value chain from education and research to market access.

. Choice of a <u>top down approach</u> (limited number of existing companies).

. Special attention paid to <u>organisational support</u> 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

. <u>Support for business creation</u>. Entrepreneurs must have support in developing their innovation into a business. Already started.

. <u>Support for search of financing</u>: 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.

. <u>Dissemination of information</u>. Having a well-documented website which provides information on IT industry, technology, business regulations....

. <u>Networking.</u>

. <u>Support in the development </u>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.

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