

Foreign Experiments in the Formation and Development of Agro-Industrial Clusters

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Annotation: This article covers foreign experiments in the formation and development of agro-industrial clusters. Also, the indicators of developed and developing countries in cluster Reef have been analyzed. The experience of foreign countries in the development of agro-industrial clusters is presented.

Keywords: agro-industrial cluster, management structure, investment, personnel, financial cluster activities.

International experience shows that the creation, use of agro-industrial clusters is a very effective direction. This was done by the experience of managing agro-industrial clusters of the economy in developed countries, which showed its effectiveness in increasing the competitiveness of the economy of individual regions and the country as a whole. Today, due to the development of cluster strategies in all developed and developing countries, industrial, agricultural, sectoral and other industries are carried out in sectional areas. In particular, in the countries of the European Union and the United States, this strategy is widely used. More than 50% of US industries operate on a cluster basis. The number of clusters in EU countries is over 2,000, with 38% occupied. The total number of clusters operating to date is 168 in the UK, -20 in the Netherlands, 32 in Germany, 380 in the US, 34 in Denmark, 96 in France, 206 in Italy, 9 in Finland, 106 in India. In the states of Denmark, Finland, Sweden, clusters occupy the entire industry².

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² Куценко Е., Артемов С., Абашкин В., Исланкина Е. Агропромышленные кластеры: зарубежный опыт и российские практики // Высшая Школа Экономики. Российская кластерная обсерватории ИСИЭЗЭ НИУ ВШЭ (04.07.2021) developed by the author.

³ Сердобинцев Д.В., Матвеева О.В., Сорокина Л.В. Мировой, европейский и российский опыт развития кластерной политики в агропромышленном комплексе. // Фундаментальные исследования. – 2014. – № 9 (часть 8) – с. 1825-1830



In the foreign experiment in the management of regional agro-industrial clusters, the main model is two, these are: liberal and dirigiste. "The strategy for managing Liberal agro-industrial clusters is typical for countries that traditionally pursue liberal economic policies. These include the United States, United Kingdom, Australia and Canada. The policy of managing Dirigiste agro-industrial clusters is carried out by the authorities of countries that are actively involved in the economic life of the country. Among them, for example, are the countries of France, Korea, Singapore, Japan, Sweden, Finland, Slovenia"⁴.

A comparative analysis of the liberal and dirigiste models studied through the management policy of agro-industrial clusters based on the experience of developed countries is considered in Table 1.

In the Liberal model, this mainly refers to countries with a free economy. Because in a liberal agro-industrial cluster, one of the basic principles of the management model is that it signals the state to intervene to a minimum. The role of the state in integration processes is to create conditions that stimulate it and remove barriers to its natural development. Agro-industrial clusters in the Liberal development model are seen as a market mechanism.

Table 1. Analysis of liberal and dirigiste models of agro-industrial cluster management policies in the world⁵

№	Models	States	Main features
1	Liberal	USA, UK, Australia, Canada	Agro-industrial clusters are considered as a market mechanism. The role of the Federal authorities is to remove obstacles to its natural development
2	Dirigiste	Wapiua, Kogeuа Republikasi, Sindarig, Shvetiya, Frensiya, Finlyandiya va Sloveniya	Active public policy plays an important role in managing agro-industrial clusters

An analysis of world practice has shown that the process of cluster formation is very active. According to experts, at present, about 50 percent of the economy of the leading countries of the world is covered by a cluster. The cluster method is effectively used by the Danish, Finnish, Norwegian, Swedish and Italian industries.

"In terms of the total number of agro-industrial clusters, Greece, Spain, Bulgaria and France are the leaders among European countries. Bulgaria and Greece have a significant discrepancy in the comparative weight of the agro-industrial associations that are part of the clusters, as well as in the total number of their employees. Products produced within the framework of the cluster are actively promoted to more promising trade markets, new brands are created, the level of stability of the association's activities is determined, the proximity of the mass of its participants to the critical mass, the maximum share of union members in the markets is determined"⁶.

Institutional changes in agriculture of the economy of the Russian Federation led to the formation of a rather complex organizational structure, including market, hierarchical and hybrid forms of interaction between economic entities at the same time. Depending on the type of market in which agro-industrial clusters operate, organizational structures can take their forms presented in matrix form (Table 2).

⁴ Куценко Е., Артемов С., Абашкин В., Исланкина Е. Агропромышленные кластеры: зарубежный опыт и российские практики // Высшая Школа Экономики. Российская кластерная обсерватории ИСИЭЗЭ НИУ ВШЭ 04.07.2021.

⁵ Developed by the author.

⁶ Управление экономическими системами [Электронный ресурс]. – Режим доступа: <http://www.uecs.ru/uecs-32-3222011/item/548-2011-08-08-11-19-13>. – Дата доступа: 13.05.2019



The construction of the matrix in the coordinate system "competition-monopoly" and "hierarchy of autonomy" makes it possible to identify the reasons for the inefficiency of the cluster stage of the development of the agro-industrial cluster and adjust the cluster policy⁷.

The analysis of organizational structures working in the agro-industrial cluster, the institutional conditions of their development, as well as behavioral models for different types of the market, made it possible to identify the problems of inefficiency of cluster policies of an institutional and methodological nature in the agro-industrial cluster.

Table 2 Organizational of agro-industrial clusters in the Russian Federation matrix of structures⁸

Forms of interaction	Competition	Competition and cooperation	Monopoly
Autonomy	Simple agglomerations of agricultural production	-	-
Gibrid shakllar	Asymmetric network structures (agricultural franchising)	Symmetric network structures (agricultural consortia, alliances, agricultural clusters)	Lush hierarchies (concerns)
Iyerarxiya		Macro hierarchies (Level 1-3 agricultural consumer cooperatives)	Rigid hierarchies (agricultural holding)

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1. The controller is "myopia", which is manifested in:

"when choosing a cluster profile, that is, promising branches of specialization, the following are not taken into account: high differentiation between economic entities; the presence of their critical mass capable of hybrid interaction based on the transmission of innovations; the presence of a market place, the distribution of labor resources and the quality of human capital; readiness for cooperative interaction, that is, the maturity of;

blindly copy the third-party experience of successful implementation of cluster policies that do not take into account the socio-economic characteristics of the regions;

small planning insufficient to attract and develop investment within the geographic boundaries of the cluster, sustainable social relations and organizational forms of the network"

the "spread" of development institutions between their various functions and state structures, the absence of a separate regulator of its activities leads to low managerial independence, increased passivity and cost of coordinating decisions.

2. "Errors in setting goals that lead to gaps between the public and organizations' own goals:

status search (institutional) rent;

the passive position of state entities in relation to opportunistic and rent-oriented behavior of cluster infrastructure entities in the context of underdeveloped contracts, the absence of an effective contract between the state and business creates many "obstacles" in the development of clusters;

⁷ Кузнецов И.А. Механизмы и методы принятия и реализации управленческих решений в современных рыночных условиях / И.А. Кузнецов // Социально-экономические явления и процессы. – 2010. - № 6. – С. 103

⁸ Huhurin A.S., Bundina O.I., Agnaeva I.Yu., Tolmacheva N.P. Development of Agro-industrial Clusters in Russia: Synergetic Approach. International Journal of Econometrics and Financial Management., 2019, Vol. 2, No. 4, 130-135



lack of effective mechanisms for solving the problem of bureaucratization of cluster policy, its politicization, as well as minimization of the corruption component; lack of transparency in the activities of organizational structures that perform the functions of cluster development institutions;

low level of confidence of economic agents in each other, as well as in state bodies;

the lack of a mechanism for combining competition with cooperation and coordination of economic interests”⁹.

Methodological problems include the mechanism of use of the principles and methods of cluster formation and cluster policy. This is manifested in some cases when initiatives to create agricultural clusters coming from the authorities remain at the level of unfulfilled supply. The so-called clusters are not really a mesosystem, consequently, the problems of inefficiency of the agro-industrial cluster policy of the Russian Federation are determined both by the motivational side of making management decisions and by the lack of a strict methodology for implementing the cluster approach.

For the successful implementation of the agro-industrial cluster policy, a number of conditions must be met: the presence of a significant mass of economic entities associated with a particular industry or group of related industries; the level of confidence sufficient for the rules of the contract of relations between participants-the agreements in which entities are ready not only for competition, but also for cooperation.

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⁹ Кузнецов И.А. Механизмы и методы принятия и реализации управленческих решений в современных рыночных условиях / И.А. Кузнецов // Социально-экономические явления и процессы. – 2010. - № 6. – С. 103

