

# Chapter 1

## Creating an Ecosystem for Start-Up Scalability: A Russian Experience

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### ABSTRACT

*The chapter is devoted to the study of ecosystems for scaling startups in the United States, the European Union, and Russia. It is shown that the elements of the ecosystem are universities, government agencies, large corporations, financial and scientific organizations. To create an ecosystem, coordination and interaction of all elements is necessary. This is achieved by organizing technoparks. When forming an ecosystem for scaling startups in Russia, both the positive experience of other countries and the established structure of scientific activity in Russia were used. Therefore, a study was conducted on the organization of Russian technoparks from 1990 to 2023. Attention is paid to the analysis of the effectiveness of technoparks. Currently, the ecosystem is being formed both at the state level and in large companies. As an example, the ecosystems of such companies as Beber, Tinkoff, VTB, Yandex, and Skolkovo are considered.*

### INTRODUCTION

An explosive growth of industry in the 20th century has put innovations in the technical sphere to the first place. As practice has shown: development and implementation of new technological solutions is faster in small companies, which can grow into large corporations with a turnover of billions of dollars. Stimulation of innovations and their commercialisation is more effective if favourable conditions

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are created both in the whole country and in an individual company. The trend of the 20th century was reinforced by digitalisation, active implementation of which in all spheres of life continued in the 21st century. The introduction of digital technologies has led to fundamental changes in the global economy.

In conducting research into formation of an ecosystem for scaling startups in different countries, we wanted to summarise the positive experience gained. The very concept of “startup” was not invented by academics. It came from practice. It happened in the United States in 1939. David Packard and William Hewlett were among the first to use the concept of startup to name their small project. Their experience was successful and gave rise to the creation of the largest company Hewlett-Packard (HP) and Silicon Valley (Chatskaya, 2023). The success of the two engineer friends was so infectious that it can be said, “they’ve had a garage revolution”. Their example was followed by Steve Jobs, Steve Wozniak, Thomas Perkins and many other successful IT entrepreneurs. The successful practices attracted the attention of journalists and the term “startup” is used for the first time in articles in August 1976 in Forbes magazine and in September 1977 in Business Week business magazine (Dunenкова & Lysova, 2021). However, it was not until the 1990s that the term startup became widespread.

The question arises: “Can the successful practice on creating the startup ecosystem be transferred from one country to the other?” In order to answer this question, we need to consider the positive practice in the USA, the European Union and its use in Russia. In addition to the establishing of the infrastructure, development and approval of the enabling laws, adoption of the programs for the financing of the small innovative businesses are the key aspects in establishing the startup ecosystem. But when using even successful recommendations and developments of foreign scientists, it is always necessary to take into account national, regional peculiarities. Therefore, each country and even a company will create its own unique ecosystem.

An ecosystem for startup scaling can be realised in technological parks, industrial parks, which can become an incubator of small innovative enterprises. Therefore, a study of the organisation of technological parks in Russia has been conducted. When organising technological parks, it is necessary not only to pay attention to their number, but also to their efficiency. To assess the performance of technological parks in Russia, a standard has been approved and a national rating is being compiled. One of the indicators of technological parks’ efficiency can be the dynamics of the average revenue of 1 technological park resident. The study showed that the average revenue of 1 technological park resident in Russia increased annually from 2014 to 2021.

Creation of an ecosystem for scaling startups takes place both at the state level and within individual companies. Therefore, we conducted a study of successful ecosystems for scaling startups created by companies in different spheres of activity. As an example, the ecosystems of such companies as Sber, Tinkoff, VTB, Yandex and Skolkovo are briefly characterised.

The information base of the research was scientific works of scientists from different countries of the world, statistical data, normative documents of the USA, the European Union, Russia and others.

## **BACKGROUND**

Currently, scientists from around the world are researching different aspects related to creation, funding, and organisation of startups. Between 2018 and 2022, about 39,000 articles on startups have been published worldwide. We will only focus on a part of the published studies. In their study, Anokhin and Schulze (2009) draw attention to the ability of the state to create trust and demand compliance with laws

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