

# INSTITUTIONAL ENVIRONMENT FOR INNOVATION DEVELOPMENT OF UKRAINIAN REGIONS

## ІНСТИТУЦІЙНЕ СЕРЕДОВИЩЕ ІННОВАЦІЙНОГО РОЗВИТКУ РЕГІОНІВ УКРАЇНИ

**Lubov FEDULOVA,**  
PhD Economics,  
Institute for Economics and Forecasting,  
Ukrainian NAS,  
Kyiv



**Любов ФЕДУЛОВА,**  
доктор економічних наук,  
Інститут економіки і прогнозування  
НАН України,  
Київ

In the conditions of institutional changes of the system of manage, the task of concentration of attention of the state appears especially actual for innovative to development of regions, that will assist providing of competitiveness

of national economy on the whole. In this context the primary objective of regional innovative politics is creation of the system that provides the effective co-operating of public organs of management with enterprises and organizations of innovative sphere for drawing of accomplishments of science and technologies in interests of socio-economic development of territory, and also forming of terms, for the increase of scientifically-technological level and competitiveness of industrial production and providing on this basis of proof increase of the labor productivity in the material sphere of regional economy. Measures of realization of the marked politic is the programs of providing of potential of priority for a region productions by means of bringing in of private institutional investment to realization of innovations; forming of mechanism of economic stimulation of innovative activity.

The proclaimed course on modernization that envisages creation of the new socio-economic system of country must take into account development of its regional component, especially in part, forming of internal motivational institutes that provide the balanced development of regional economy on the basis of effective creative potential of population.

Studying the institutional mechanism is the work of famous foreign scientists like K.Polani, Dr Kommans, J.K.Galbraith, Kenneth Arrow, D.North, K.Menara, research institutional factors innovative development Russia were carried out

by authors: V.Polterovich, A.Sukharev, V.Tambovtsev and national researchers, in particular, Gritsenko, A.Chukhno, L.Fedulova, I.Shovkun, Yaremenko, however, in increasing

the value of regionalization processes, the important for science-based determination and assessment is the question of formation of the institutional environment of innovative regions.

It is about creating a modern regional innovation systems (RIS), which is conducive to innovation institutional framework that seamlessly combines all components of the innovation process (science, education, system of financing scientific research and development work (R&D) system and commercialization intellectual property protection, etc.). In addition, RIS includes a set of public and private institutions whose activities lead to deep and systemic effects that encourage firms in the region to make general rules, expectations, values, approaches and practices that have formed an innovative and enhanced knowledge transfer processes [1]. RIS provides a combination of flows of knowledge and technology with systems in which they are based, building relationships of trust and confidence in their reliability and excellence.

The events of the last decade show that revivifying becomes embodiment of globalization all anymore, its by an active structural component, constantly recreating numerous cumulative effects for the improvement of productive specialization of spatial socio-economic subsystems. Therefore the process of modernization must be orientated on effective adaptation of reproductive on principles of the newest technological mode of structures of regional economies to the requirements of challenges of globalization.

*The article examines methodological and practical principles of creation of modern regional innovative system (RIS) that is institutional framework, conducive for innovations. It organically combines all components of the innovative process (science, education, system of financing of scientific research and research and development (R&D), system of commercialization and intellectual property protection and others).*

*The article reveals the reasons that hinder the innovative factor that is important in raising of regional economy competitiveness. These reasons: lack of demand for innovation (as the Ukrainian economy in its current state does not form an active interest of most businesses in scientific research, or the businesses cannot effectively use innovation); absence of institutions that provide the innovative economy functioning in all its components (organization and management of development; its financing, marketing, commercialization and oth.); low solvency of people that generates inability to pay higher prices for higher quality products; a small number of highly skilled professionals able to work in the innovation sector and in high-tech manufacturing; absence of an effective and coordinated not only regional but also national industrial and innovation policy.*

*The author proposes to implement new organizational forms (organizational platforms), to implement innovative priorities that should be based on the effective separation (redistribution) of authority on the use of instruments of regional policy; that is to reinforce concrete management functions by the necessary legal statuses and resources. The author argues that the execution of the agreements should be one of the key problems of the Ukrainian regional policy and should become a subject of legal regulation and the object of attention from various social and political institutions.*

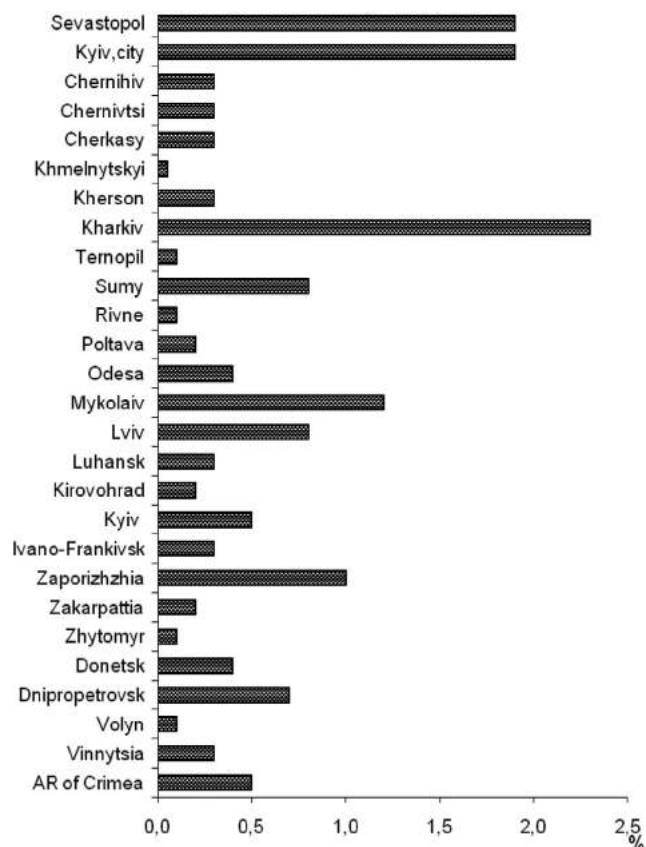
*У статті розглянуто методологічні та практичні засади створення сучасної регіональної інноваційної системи (PIC), що являє собою сприятливе для інновацій інституційне середовище, у якому органічно поєднуються всі складові інноваційного процесу (наука, освіта, система фінансування наукових розробок і дослідно-конструкторських робіт (НДДКР), система комерціалізації й захисту інтелектуальної власності та ін.).*

*Виявлено причини, що стримують реалізацію ролі інноваційного фактору підвищення конкурентоспроможності регіональної економіки, серед яких такі: незатребуваність інновацій, оскільки українська економіка в її нинішньому стані не формує активної зацікавленості переважної частки господарюючих суб'єктів у результатах наукових розробок, або ж останні виявляються не в змозі ефективно використовувати інноваційні розробки; відсутність інститутів, що забезпечують функціонування економіки інноваційного типу у всіх її складових (організація й управління розробками; їхнє фінансування, маркетинг, комерціалізація та ін.); низька платоспроможність населення, що породжує його нездатність платити більш високі ціни за більш якісну продукцію; мала чисельність висококваліфікованих фахівців, здатних працювати в інноваційній сфері та в сфері високотехнологічного виробництва; відсутність ефективної й узгодженої не лише регіональної, але й державної промислової й інноваційної політики.*

*Запропоновано упровадити нові організаційні форми (зокрема, організаційні платформи) для забезпечення процесу реалізації інноваційних пріоритетів, які повинні започатковуватись на принципі ефективного розмежування (перерозподілі) повноважень стосовно використання інструментів регіональної політики, тобто підкріплювати конкретні управлінські функції необхідними нормативно-правовими статусами і ресурсами. Обґрунтовано, що виконання досягнутих домовленостей має бути однією із ключових проблем української регіональної політики і повинно стати як предметом правового регулювання, так і об'єктом уваги з боку різних суспільно-політичних інститутів.*

Fig. 1. Densities of completed scientific and technical work in the gross regional product

Source: calculated on the basis of data "Scientific and innovative activity in 2009" / Statistical collection. – K., 2010.



Investigation of the nature and classification of innovation, the mechanisms of their creation, diffusion and implementation involves the formation and development of relations between a wide range of institutional structures that initiate, introduces innovation and support of innovative activity and innovation susceptibility. It is the framework of the system of relations serves the national innovation system (NIS) and its structural components – the regional innovation system.

The subjects of innovation and technological development are areas and regional legislative, executive, industrial and financial enterprises and associations, scientific Commences, social organizations, enterprises and enterprise systems that shape competitive in domestic and foreign markets territorial innovation and industry clusters, the population of the region. Objects of innovation development of the region can be field research and development work (R & D), innovation in production, technological innovation. Objects of innovation region are innovative designs, their preparation and implementation, as well as the formation of a regional environment that promotes innovation.

Overall, the regional innovation system can be considered successful if it generates overall economic growth. Although the scientific community has long been is discussion that leads to regional economic growth, specialization or differentiation of sectors, there is evidence that growth occurs in the context of a variety of economic interrelated platforms. That is, there is the presence of closely related industrial sectors operating within the geographic range of each other. Associated diversity promotes a more rapid spread of innovations among economic agents. With regard to Ukrainian reality, the low efficiency of RIS can be stated, considering the performance share made scientific and technical work in the gross regional product. In 2009, only three regions – Kharkiv region, Kyiv and Sevastopol had the highest proportion of completed scientific and technical work in the gross regional product (fig. 1).

A serious obstacle on the way of development of effective innovative politics in regions is absence of co-ordination among regional participants, which decides a task in the sphere of innovative development. Marked is fully appropriate, so as at state level support of innovative activity is crushed among different ministries and departments with weak or non-existent coordinating mechanisms. On the other hand, in the process of forming of politics small participation accepts non-state parties (such as representatives of industry, institutions of higher learning, technological parks et al) concerned, as a result politics does not represent the real necessities of the regional innovative system and hardly can be realized properly.

Contents developed for regional innovation programs is a general, declarative. This means primarily that the authorities and local governments that were responsible developers of these programs have no clear scientific knowledge as a regional strategic management, and on mechanisms to create and implement innovative strategies.

The government has amended the State Regional Development Strategy until 2015. Decree of the Cabinet of Ministers of Ukraine "On Amendments to the Cabinet of Ministers of Ukraine dated July 21, 2006 № 1001", developed by the Ministry of Economic Development and Trade of Ukraine, approved by the Government on 16 November. The purpose of amendments is the creation of the experience of EU current effective governance of regional development to promote the reduction of regional disparities, providing quality services to the population increase regional competitiveness. Achievement goals in the period of the Strategy envisages the following tasks: legal definition of requirements for a modern system of management of regional development, creating a single for the whole power structure of the strategic planning and forecasting of the state and its regions on the basis of unity of approach and key priorities, and consideration components that determine the specificity of each region, forming an effective and transparent mechanism for financial support for regional development and others. However, as we see, the issue of formation of regional innovation systems has not found a place among the key tasks.

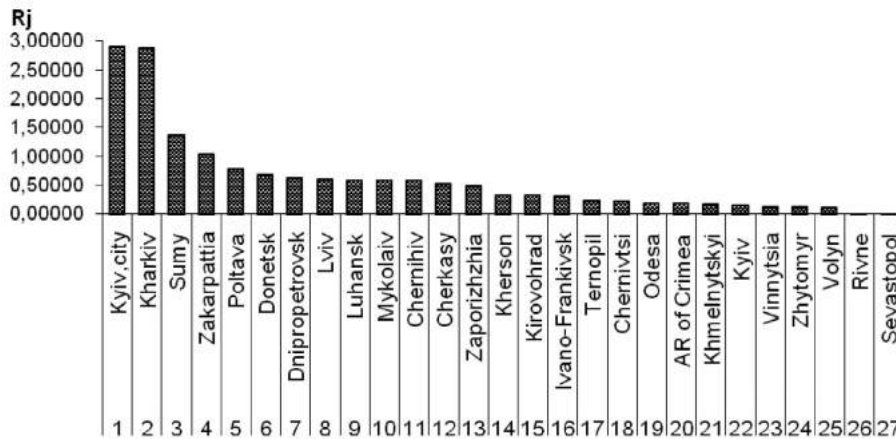
In our view, the main directions of state support the formation of a national innovation system should be: the separation of scientific and innovative integration of an independent objective criterion instrument and effectiveness of public innovation policy, involving representatives of various economic and social structures to discuss innovative strategies, legislation regulating innovative relations, initiating national innovation programs to stimulate innovation; extension training innovation managers, support staff rotations in the innovation area, establishing mutually beneficial public-private innovation partnerships, the practice of mixed financing of innovative projects, develop a set of measures for the full involvement of big business in investment generation, transfer and use of advanced technologies, improvement of regional cooperation between authorities in the innovation sphere.

Researche shows that in Ukraine up to date largely because of the lack of effective government innovation policy, innovation and technological factors are not considered in the formation of not only domestic market innovative and appropriate relations between its members, but in general the management of national economies. This is evidenced by the following indicators. Thus, the dynamics of industrial innovation in the period 2006-2010 he was almost stable in terms of share of firms that introduced innovations. At the same time, it was in 2010 the share of sales of innovative products has reached the lowest value – 3,8% – for the period 2001-2010 on the trend of the share of sales of innovative products in the total volume of industrial production in the regions, the during 2008-2010, it is inconsistent and can not always be explained only by the presence of productive capacity. In particular, among the leaders (in some years) – Volyn, Zakarpattia, Ternopil regions.

If you analyze the performance of innovative products from Ukraine during the 2001-2010 biennium, in quantitative terms, they remain

Fig. 2. Rating innovation potential regions of Ukraine in 2010

Source: calculated and compiled by the author.



almost constant (approximately 300-350 firms), and the share of the total volume of sales of innovative products is unstable nature (primarily due to with market conditions), but it is about half of sales of innovative products. In the regions largest share of such products from Ukraine in 2010, the best according to official statistics were Zakarpattia, Sumy, Kirovohrad, Ternopil region, Sevastopol, which reinforced the value of the index compared to 2005.

In Ukraine, there is a tendency for a sharp reduction in the number developed products of industry, since 2003. The above significantly affected the dynamics of new technological processes: an increase in their numbers during 2006-2010 (also very significant during the crisis), although the share of low-waste and resource processes gradually reduced in recent years. At the same time, the commercial production of innovative products for the industrial enterprises as those that are new to the market, is extremely meager, especially in the machinery, equipment, apparatus, appliances, reflecting not only the absence of effective government incentives in this area modernization of industry, but also reflects its structural feature – the overwhelming number of firms in low redistribution process complex regions, which are not always interested in upgrading their technological base in a high rent in the favorable situation on external markets of raw materials.

Integral evaluation of innovative potential of regions of Ukraine was made and showed the presence of leaders – Kyiv, Kharkiv regions, and outsiders – Rivne region, Sevastopol (fig. 2).

The analytical data show that the city of Kyiv is a leader among other Ukrainian regions on basic indicators of innovation and technological development. However, the dynamics of the share of industrial enter-

prises of Kyiv, which introduced innovations, is unstable both in terms of individual species and in terms of introducing new processes and low-waste, resource and waste-free processes. A characteristic feature of innovative products in Kyiv, unlike other regions of Ukraine is that the said products are found mainly on the implementation of regional and local levels. Outside the industrial enterprises of Ukraine implemented in 2005, 22,0% of total sales in 2007 – 15,5, and in 2010 – 13,1%, while, for example, in 2010 the company Zakarpattia – 92,4%, Zaporizhzhia region – 63,9%, Donetsk region – 68,6%, Sumy region – 91,6%, and others. In Kyiv there is more than a third of the all employees of research organizations, and in 2010 the figure was 40,2%.

Research level of economic development and the dynamics of technological changes in the structure of the industrial complex regions revealed that the leaders are the only regions where the industry combined with scientific and technological area (Kyiv, Kharkiv, Dnipropetrovsk, Lviv, Donetsk and Odesa regions), they – the most investment-attractive and competitive.

Overall, these analytical data can justify the conclusion is insufficient, for competitiveness, technological level of production at the regional level, which significantly affect the supply and demand in the internal market. Among the reasons that hinder the realization of innovation as a factor increasing the competitiveness of regional economy, in particular, include the following: lack of demand for innovation, as the Ukrainian economy in its current state does not form the active interest of the vast proportion of economic agents in the results of scientific research, or the past are not able to effectively use innovation, lack of institutions of the economy such as innovation in all its components (organization and management development, their financing, marketing, commercialization, etc.), low solvency of the population generated by its inability to pay higher prices for more quality products, low number of highly skilled professionals capable of working in the field of innovation and in high-tech manufacturing, the lack of effective and coordinated not only regional but also national industrial and innovation policy.

The funding costs of scientific and technical work is distributed unevenly regions of Ukraine (pic.). A long-term observation of funding of scientific and technical work by region reveals sustainability trends motley funds distribution (fig. 3).

Sources of funds to finance the costs of scientific and technical work in the regions also differentiated. Thus, in most areas they are formed mainly from the state budget (average share of state budget funds in financing the cost of science in areas ranging between 6.9% in the Zaporizhzhia region, to 88.1% in the Zakarpattia region). Internal current expenditure on scientific and technical work performed by its own scientific organizations are also differentiated by region, and in general in Ukraine and in Kyiv tend to increase, but the crisis of 2009.

Statistics show that on average for 2008-2010, the share of different sources of financing innovation was: 61,5% – own funds of enterprises, 20,1% – loans, 14,4% – foreign investors, 2,0% – the state budget funds, 0,1% – funds from local budgets. So a key source of funding for research and innovation activities of enterprises of real sector of the economy are the own funds, including

Fig. 3. Financing of scientific and technical work by region in 2009-2010

Source: State Statistics Committee of Ukraine [electronic resource]. – Mode of access: <http://www.ukrstat.gov.ua>; Research and innovation activities in 2010 / Statistical Yearbook. – K.: SE "Information and Publishing Center Derzhstat Ukraine", 2011.

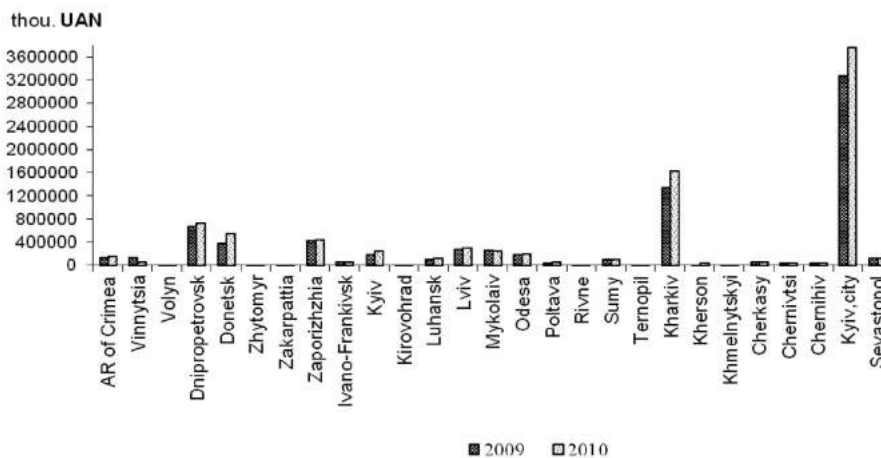


Table 1. The regions in terms of creation and use of intellectual property in 2009

Source: Calculated and compiled by the author.

Value of rating, $R_j$	Level of creation and using of objects of intellectual property	Regions
$1,000 \leq R_j < 3,000$	Very high	Donetsk, Dnipropetrovsk, Kharkiv regions and Kyiv
$0,500 \leq R_j < 1,000$	High	Vinnitsia, Ivano-Frankivsk, Zaporizhzhia regions
$0,300 \leq R_j < 0,500$	Medium	Poltava, Lviv regions
$0,000 \leq R_j < 0,300$	Low	Chernihiv, Zakarpattia, Volyn, Khmelnytskyi, Cherkasy, Kyiv, Rivne, Zhytomyr, Ternopil, Kherson, Sumy, Mykolaiv, Chernivtsi, Kirovohrad, Luhansk, Odesa regions, AR of Crimea and Sevastopol

income and depreciation. In the largest extent of this resource are enterprises of Luhansk, Kharkiv, Mykolaiv, Dnipropetrovsk, Donetsk and Kyiv regions.

An important institution of legal regulation of intellectual, including Industrial, property is a system of health – national, regional or international (world). Under such a system is developed and improved legal and regulatory and contractual framework, there are public and private institutions of governance, special education, consulting, judicial authorities and others. The existence of such a system provides a proper protection of rights through the issuance of protection and prevention of illegal use of intellectual, including industrial property. The regions in terms of creation and use of intellectual property in 2009 (latest year for which published statistics for these objects), showed the presence of already marked and other indicators of leaders: Donetsk, Dnipropetrovsk, Kharkiv regions and Kyiv (table 1). However, the striking a different picture: more than half of the regions with low levels of development and use of intellectual property.

Unfortunately in recent innovative activity in Ukraine is reduced, particularly in 2008, the number used in the production process inventions from the previous year decreased by 7,3% and amounted to 2598 units, industrial designs – by 16,6% (801). However, the number of used utility models has increased by 14,4% (3471). Maintained the trend of reduction implemented in manufacturing innovations: compared with 2007 their number decreased by 13,8%, since 2006 – by 20,5%. Most innovations are used in enterprises of Dnipropetrovsk (21,6%), Donetsk (19,3%) regions and Kyiv (30,4%). With the above trend closely correlates another – reducing the number of inventors, creators of industrial designs and rationalization proposals in Dnipropetrovsk region – in 2008 compared to 1995 – almost three times, in the Donetsk region during the same period – more than twice; in the Zaporizhzhia region – 2,5 times. It should be noted that these regions are traditionally manufactured, hence tendency – a real loss of innovation and technology for the country.

Observations show that in Ukraine contradiction between desirable economic knowledge and skills that prevent understanding the new economic order, not only not disappeared, but also increase due to lack of competence in a particular area of expertise. In particular, in the educational field – Institute of generation and dissemination of knowledge – concerned “conveyor” means the provision of educational services because of low wages and poor technology learning process, teachers in most of them are unable to process or self-learning based on the latest scientific and methodo-

logical basis and current innovative teaching methods courses. The resolving is contradiction perhaps through a system involving knowledge training resources to solve strategic socio-economic problems.

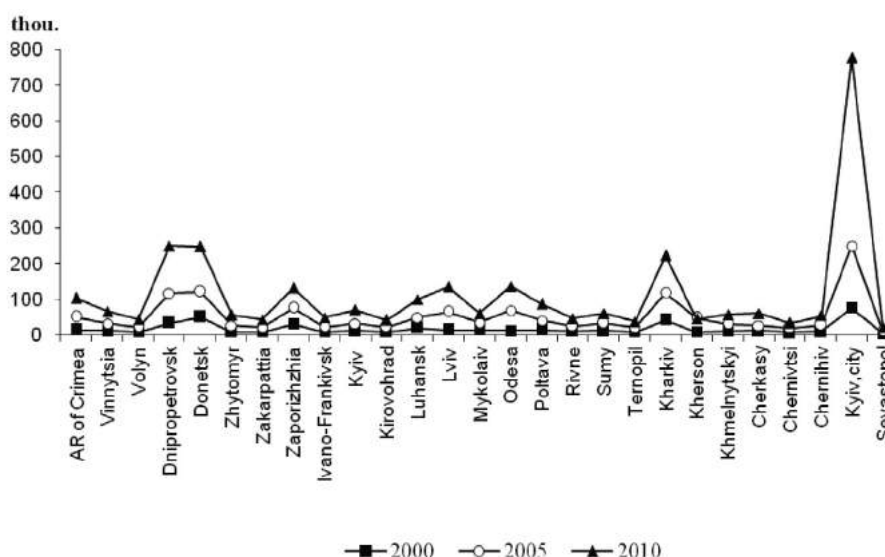
The basis of the leading universities to be entrepreneurial center, and the usual university they differ as follows: first, there is very wide and specified range of research. Narrow specialization is unacceptable: error rates for these or other operators may be financially barrier to economic activity, and secondly, the University, as an independent commercial firm in their actions should be guided primarily economic reasons. Changing the approach leads to a new type of administrative action: to create institutional mechanisms responsible for the design, manufacturing, research, creation of firms, market analysis, product promotion, etc., and thirdly, the chances of economic success increases dramatically if the university is in the environment where highly developed entrepreneurship and invention. Therefore, universities have different means of support of its strategic partners to create the entire infrastructure of innovative activities (business incubators, technology parks, venture funds, etc.) and most work in this direction.

Unfortunately, up to now the government in the universities does not have a leadership function in an effort to harness the potential of educational science, where, in particular, the number of research personnel for the 2005-2010 is stable, unlike other sectors. Accordingly, the stable is the number of academic institutions of higher education. Although the specifications for innovative development indicators of stability can not be considered a positive trend, but in Ukraine such stability as follows: firstly, that there is a pool of leading universities with available scientific and technological base and scientific schools, and secondly, despite the tough terms of business, science represented by tandem teachers-researchers and young people survive and develop.

Practice shows that the leading technological universities in Ukraine there are several active centers of technology transfer, and the functions of some technology parks and incubators is to establish links between research institutions and industry. However, regardless of the wishes of interested parties, these organizations intermediary is not enough strengthened to provide for the full scale commercialization. For their formation requires a package of interrelated measures, including: analysis of business potential in universities, providing concrete, practical long-term assistance to novice companies so that they can achieve their goals, a clear division of innovative projects and those where innovative component is weak, monitoring incubators

Fig. 4. Dynamics of available computer technology park for the regions of Ukraine

Source: Statistical Yearbook of Ukraine 2008 / Ed. A.Osaulenko. – K.: SE “Information and Publishing Center Derzhstat Ukraine”, 2009, Statistical Yearbook of Ukraine 2010 / Ed. A.Osaulenko. – K.: LLC “August Trade”, 2011.



and technology parks in terms of the service they provide, not only the number of leased square meters. General Conditions of concept of education, science, state and business should be: create formalized institutions of business, legal framework for the commercialization of knowledge defining property rights and mechanisms of their transmission, the mobility of highly skilled professionals, developing market for high-tech products, the formation of double competence, networking, the association of scientists and engineers, the availability of initial capital from public or private sources, modern model of innovation systems at national, regional and macro-level, integration of research organizations and universities, developed an integrated entrepreneurial culture, a vibrant civil society.

Establishment of the institutional infrastructure of entrepreneurship requires a detailed analysis to identify the most effective approaches and methods of financing and operational activities such structures to find the most suitable form of the complex system of small and medium enterprises (SMEs). Investigation of the presence of types of infrastructure in the regions of Ukraine says it is sufficient in terms of the provision of services, but refers to the concentration in Kyiv, and in several regions, with the corresponding entrepreneurial potential (schools, centers for engineering, activity higher educational institutions). However, the presented characteristics of these objects are not fully reflecting their relationship with innovative business.

Results of the survey can state that the lack of an integrated deliberate policy of infrastructure development of small business in Ukraine leads to the fact that, on the one hand, its trying to create and all at once, on the other hand – a set of infrastructure almost throughout very narrow and limited basically incubators, business, social, and educational and business centers. From this perspective, one of the main directions of development and innovation activities in Ukraine should be the formation of scientific-technological sphere segment technology infrastructure (IT), which provides a small technology enterprise and the conditions for their dynamic development. Development of IT provides a network of organizations that provide consulting, information, financial and other services to support development and innovation in the region. Infrastructure functions may perform a small organization, based on current scientific and educational institutions and specialized organizations that have their own material and personnel base. In this connection, to state technology policy should be to achieve significant positions in the growing global technology markets, the formation of regional innovation system, integrated as European and Ukrainian in research and technology network, providing the technological modernization of basic sectors of national economy.

According to statistics, the dynamics of available computer technology park in Ukraine during 2000-2010 he had an ascending trend, which quite naturally as due to objective reasons (global trend spread of ICT, public information program, development of information management in enterprises and institutions etc.). Another thing – there is such a sufficient number? And which is performance? Against the background of a satisfactory trend in the country specified index at the regional level is not as too positive, especially regarding its sharp differentiation – the largest number of computers concentrated in Kiev, moreover, this number has increased dramatically during the years 2005-2010 (fig. 4), more noticeable is the Dnipropetrovsk, Donetsk and Kharkiv regions.

The mechanism that contributes to solving these problems to develop and diversify the economy and allow more effective use of public resources, there are specialized organizations with state participation. This development institutions can become catalysts for private investment in priority sectors and industries, will promote innovation, improve institutional environment. Note that most countries sooner or later face the problem of lack of investment resources to developing a national innovation system; there is a structural imbalance between supply and demand in financing investment projects. Therefore the

government to implement its priorities at the national, regional or local level has to intervene in the processes occurring in the financial market, including through the establishment of specialized institutes.

Distinctive features of institutions from other forms of government support are: redistribution of resources to development projects aimed at building capacity growth in infrastructure, human capacity, new technologies and support new economic sectors that feel the need for initial support for its development, the presence permanent organizational structure and certain rules, allows institutions of systematic work, they have a clear system of accountability and control; Development Institute is a nonprofit organization rather than a means of increasing the share of government in the economy, their activity is directed at the development of private business in new sectors [2].

In some regions of Ukraine, who chose an innovative way of development, formed a new model of focal scenario aimed at creating effective formats of interaction between development partners in the socio-economic policy. However, to achieve efficiency in terms of modern challenges requires a new version of institutes of the region to fill gaps that impede the realization of socio-economic policy, which operates on the principles of public-private partnership.

It is a slow process of formation in Ukraine institutions, recessed innovative initiative in large structures, as well as the lack of critical mass of innovation-oriented directors and major shareholders, managers and local authorities and to this day influences the effectiveness of organizational resources.

In this context, the strategic priority of the regional innovation policy should be the development of human resources for modern economy in the following areas: modernization of training at all levels, especially in academia, to promote the integration of educational centers with public agencies and institutions in regions with the principles « triple helix », the formation of regional systems of lifelong learning, adult education, distance education, and vocational and special education, creating a modern financial and organizational framework for ICT development, distribution, data communication network systems in both the public sector (administration, education, culture) and in the economy.

## CONCLUSIONS

Thus, in Ukraine there are signs of institutional environment for innovation. However, it is up to now is deformed, unstable, quality is not stocked. Therefore, you first need to introduce new *organizational forms* (eg, organizational platform) to ensure the implementation of innovation priorities should begin on the principle of effective separation (redistribution) authority on the use of instruments of regional policy, that is backed up by specific management functions necessary legal statuses and resources. Implementation of the agreements should be one of the key problems of the Ukrainian regional policy and should become a subject of legal regulation and the object of attention from various social and political institutions. The exact mechanism for building organizational platforms should take into account socio-cultural characteristics and political environment of the region and ensure community involvement, professional societies, business and government. The main objective of this communication is to be the key to distinguishing the situation of regional issues and questions to formulate universally problems of the region. Given the satisfactory practice of leading in the innovation sphere regions (best practices), to form a set of managerial and organizational models and replicate them in developing and implementing strategies for socio-economic development.

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