

# The development of creative clusters in the Russian regions

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ORIGINAL ARTICLE

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**Abstract.** According to international and Russian regulatory documents, the research defines the concepts of 'creative industries' and 'creative clusters', shows the dynamics of employment in creative industries and the regulatory sources for creative clusters development in Russia in 2021-2025. The purpose of the research is to consider the development of the creative economy and the types of creative industries highlighted by the Strategy for the Development of the Creative Economy until 2036. Indeed, the one of the most important functions of creative clusters is the accumulation of talented youth in the region. The research reviews the formation and development of creative clusters in the regions of Russia. Moreover, there are numerous publications on the development of creative industries in Russia, primarily in large and extra-large cities. However, there are few studies on the development of creative industries and clusters in small towns and villages. The research defines the problems of creative clusters development and the reasons for the unsuccessful practices of creating creative clusters in Russian regions in terms the specifics of the region where the creative cluster is planned to be located. Based on publications by other scientists and experts, the authors propose the classification of creative clusters, directions and stages of their regional formation, and the results of the region's rating on the creative industries index. Moreover, the research focuses on the stakeholders in regional development of creative clusters. The article compares the development of creative clusters in the Kaluga region, the Yaroslavl region, and the Kaliningrad region, and highlights the features of those development, institutional environment, and the directions of creative industries formation. Hence, the development of creative clusters follows with the development of other regional clusters.

**Keywords:** creative industries; creative clusters; Union of Creative Clusters; economic and social interests; the Kaluga region; the Kaliningrad region; the Yaroslavl region

**JEL codes:** H24, M21, O34, R23, R58

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## Introduction

As the entertainment industry appears and develops, the so-called 'creative' economy became the economics sector. According to the United Nations Conference on Trade and Development (UNCTAD), creative industries are a synthesis of creativity, culture, economics, and technology. They are based on the talents and ideas of people and serve as a driver of the economy. The year 2021 was named the UN Year of the Creative Economy. According to the 'Concept for the Development of Creative Industries', September 20, 2021, the creative economy 'capitalizes the intellectual property,' and 'has a high added value', i.e. creativity generated by intellectual property increases the total value of the product. Despite the high impact on the global economy, the percentage of the 'creative share' in the Russian economy remained relatively low (2.3%). It resulted in the concept of increasing the importance of the creative sphere for the Russian economy<sup>1</sup>. By

<sup>1</sup> Garant.ru. (2021). Decree of the Government of the Russian Federation of September 20, 2021 No. 2613-R. «The Concept of the Development of Creative Industries and Mechanisms for Their State Support in Large and Major Urban Agglomerations Until 2030». Source: <https://www.garant.ru/products/ipo/prime/doc/402745784/?ysclid=mob7fdcayy699521860>

the end of 2024, the contribution of the creative economy to GDP exceeded 4%, amounting to RUB 7.5 trln<sup>2</sup>.

In 2024, president Vladimir Putin has signed the Federal Law 'On the Development of Creative Industries in the Russian Federation'. The law defines the types and subjects of creative industries, the objects related to the infrastructure of support for creative industries, types of state support for subjects of creative industries, etc. It also defines the goals that are beneficial for the development of the economy. They are as follows:

- conditions for citizens' self-actualisation based on the creative and intellectual potential, increasing the level of employment in the creative industries;
- the development of the creative economy in the Russian Federation as a type of organisation of economic relations between subjects of civil turnover, based on the widespread use of the results of intellectual activity, the accelerated introduction of innovations;
  - stimulating the development and entrepreneurial activities in creative industries;
  - ensuring equal access opportunities and government support measures in creative industries;
  - stimulating the creative production, increasing the volume of intangible assets, and ensuring the protection of creative products;
- support of educational activities and the development of competencies in the creative industries<sup>3</sup>.

These goals will ensure increased involvement of young people in the Russian economy, an increase in the level of cultural identity, and accelerated import substitution in the current political situation.

Following the results of the strategic session (June 24, 2024) on the development of creative industries, the Head of the Cabinet of Ministers of the Russian Federation, Mikhail Mishustin instructed the Government of the Russian Federation to develop a Strategy for the Development of the Creative Economy until 2036 (the responsible ministry is the Ministry of Economic Development of Russia) by mid-February 2026. To implement the, it is planned to draw up an action plan, a national rating of regions for the development of creative industries, expand the list of activities related to the creative industries (currently there are 16), analyse existing support measures – general and sectoral, federal and regional, etc. The creative industries include 16 types: Music, Performing Arts, Recreation and Entertainment, Gastronomy, Folk arts and Crafts, Cultural Heritage, Architecture and Urban Studies, Design, Art industry, Fashion (including Jewellery), Book publishing, Media and Mass media, Cinema, Television, Video games, Software, Advertising, and PR<sup>4</sup>.

The infrastructure for supporting creative industries includes 'creative clusters' (CC). The Strategy 2036 highlights the project 'Creation of Creative Clusters in the regions of Russia' as one of the projects of infrastructure development. It also includes the Creative Industries Accelerator, the establishing of the Creatch pilot R&D Center, and the development of key platforms for interaction between creative industries (Creative Code, Russian Creative week, Russian international creative seasons)<sup>5</sup>.

A 'creative cluster' is a territory containing real estate objects and necessary infrastructure for the implementation of activities by subjects of creative industries. Their activity is aimed at creating conditions for the effective operation of subjects of creative industries, promotion in domestic and foreign markets, distribution and (or) sale creative products and human potential development<sup>6</sup>.

Indeed, the one of the most important functions of creative clusters is the accumulation of talented youth in the region [10]. The Concept for the Development of the Creative Economy until 2036 (The Concept)

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<sup>2</sup> *The Russian government (2025). Mikhail Mishustin held a strategic session on the development of the creative economy. Source: <http://government.ru/news/55434/> (accessed on 02.02.2026).*

<sup>3</sup> *Garant.ru. (2021). Decree of the Government of the Russian Federation of September 20, 2021 No. 2613-R. «The Concept of the Development of Creative Industries and Mechanisms for Their State Support in Large and Major Urban Agglomerations Until 2030». Source: <https://www.garant.ru/products/ipo/prime/doc/402745784/?ysclid=mob7jdcayy699521860>*

<sup>4</sup> *The Russian government (2025). Mikhail Mishustin gave instructions on the development of the creative economy. Source: <http://government.ru/news/55690/> (accessed on 02.02.2026).*

<sup>5</sup> *Strategy for the development of the creative economy in the Russian Federation until 2036 (draft). Source: [https://www.economy.gov.ru/material/file/5221cb1fd9eea32c500bb3f4d48ec6e1/proekt\\_strategii\\_razvitiya\\_kreativnoy\\_ekonomik\\_v\\_rossiyskoy\\_federacii\\_\\_2036\\_goda.pdf](https://www.economy.gov.ru/material/file/5221cb1fd9eea32c500bb3f4d48ec6e1/proekt_strategii_razvitiya_kreativnoy_ekonomik_v_rossiyskoy_federacii__2036_goda.pdf) (accessed on 25.01.2026).*

<sup>6</sup> *Garant.ru. (2024). Federal law of Russian Federation of August 08, 2024 No. 330-FZ on «On the Development of Creative Industries in the Russian Federation». Source: <https://www.garant.ru/products/ipo/prime/doc/409395175/>*

considers the problem of the general dispersion of people necessary for the formation of a sustainable creative cluster. According to the Concept, creative people prefer to move to the capitals rather than develop creative industries and creative entrepreneurship in their region. It also forms an imbalance in the labour market<sup>7</sup>. According to the HSE data on creative industries monitoring, in 2024 the number of people employed in creative professions in Russia was 3.5 mln. Regarding to 2019, it increased by 12.3% (+0.4 mln people). It is significantly higher than the growth rate of the number of employed in the economy (+3.1%) (Table 1) [7].

**Table 1** – Employment in the creative industries, 2019-2024, %

Industries	2019	2024
Scientific and technical specialists	0.8	1.4
Cabinetmakers	5.2	2.5
Workers of arts and crafts	4.8	4.6
Photographers and decorators	5.7	6.2
Architects, designers of goods and clothing, urban planners, graphic and multimedia designers	12.1	15.0
Advertising, marketing, and public relations specialists (including managers)	27.3	18.1
Culture and art experts	19.5	23.0
ICT specialists (including managers and technicians)	24.6	29.2

Source: Authors

Therefore, Russia has great potential to strengthen the creative sector of the economy, made it an important source of additional income, and improve the development of the regions. Hence, the creative clusters as a part of the 'formation of a balanced regional ecosystem of the creative economy'. Additionally, creative clusters are points of attraction for many tourists and individual entrepreneurs. The cluster development of this sector of the economy is a logical result.

Currently, the regulatory, legal, and methodological framework for the development of creative industries (CI) and creative clusters (CC) is actively developing in our country. The concept of a creative cluster is in the following regulatory sources:

- Decree of the Government of the Russian Federation on September 20, 2021 No. 2613-R. 'The Concept of the Development of Creative Industries and Mechanisms for Their State Support in Large and Major Urban Agglomerations Until 2030';

- Decree of the Government of the Russian Federation No. 2290-r on 17.08.2022 (amended on 26.01.2024 No. 145-r) 'On the Action Plan for the implementation in 2022-2025 of the Concept for the Development of Creative Industries and Mechanisms for Their State Support Until 2030';

- Federal Law No. 330-FZ on 08.08.2024 'On the Development of Creative Industries in the Russian Federation';

- Decree of the Government of the Russian Federation on 30.05.2025 No. 789 'On Approval of the Criteria for Recognising the Territory as a Creative Cluster and the Rules for Recognising the Territory as a Creative Cluster';

- The draft Strategy for the Development of the Creative Economy in the Russian Federation until 2036, December 26, 2025.

In consistence with the regulations named above, the criteria for recognizing the territory as a creative cluster and the Rules for recognizing the territory as a creative cluster have been approved.

The Union of Creative Clusters has been created. Its mission is to qualitatively change the economic

<sup>7</sup> Strategy for the development of the creative economy in the Russian Federation until 2036 (draft). Source: [https://www.economy.gov.ru/material/file/5221cb1fd9eea32c500bb3f4d48ec6e1/proekt\\_strategii\\_razvitiya\\_kreativnoy\\_ekonomik\\_v\\_rossiyskoy\\_federacii\\_2036\\_goda.pdf](https://www.economy.gov.ru/material/file/5221cb1fd9eea32c500bb3f4d48ec6e1/proekt_strategii_razvitiya_kreativnoy_ekonomik_v_rossiyskoy_federacii_2036_goda.pdf) (accessed on 25.01.2026).

model of Russia: the transition from a predominantly raw material to a predominantly creative economy.

According to the website of the Union of Creative Clusters, the leaders of creative development among Russian industrial zones are as follows: Fabrika Center for Creative Industries (Moscow, Russia), Vinzavod Center for Contemporary Art (Moscow, Russia), ARTPLAY Design Center (Moscow, Russia), Oktava Creative Industrial Cluster (Tula, Russia), Oktyabr Cultural Center (Belgorod, Russia), KAMENKA Creative Cluster (Krasnoyarsk, Russia), SVOBODA2 Center for Creative Industries (Chelyabinsk, Russia), Design Center Creative Cluster (Saratov, Russia), Graphite Graphic Culture Center, Art-KVADRAT Urban Center (Ufa, Russia), Kirov Recreation Center (St. Petersburg, Russia), and Dorenberg Art Factory (Irkutsk, Russia)<sup>8</sup>.

The purpose of the research is to analyse the features of creative clusters the development in three regions of the Russian Federation: Kaluga, Kaliningrad, and Yaroslavl ones.

We used regulatory and legal sources, data from the materials of the Union of Creative Clusters of Russia, the Rating of Creative Regions of Russia, government authorities in the regions, and regional institutions for the development of creative industries. To analyse the degree of development of various aspects of creative clusters, we used data from the e-library, and various Internet resources. Methods of comparative, statistical, tabular, and graphical analysis are used.

### **Main part**

According to the analysis, there are following studies on CC: the importance of creative clusters, trends and factors of their development, the impact of CC development on the region's innovation, competitiveness, tourism development, the role of the state, business, educational institutions, and the population of territories in the development of CC (Table 2). At the same time, there are many publications in the Creative Economy Journal.

**Table 2** – Research on formation and development of creative clusters (CC) in the regions of Russia

The direction of research	Full name of the researchers
the role and significance of CC	Baryshnikova E.I., Grishanova T.V., Klimenko V.A., Chudinova E.A., Dydykin I.O., Voronina-Darintseva A.E., Cherkes-Zade E.V., Shtykova E.O., etc.
the importance of CC in increasing the competitiveness of regions / a driver of territorial development	Kashirina E.S., Kiseleva O.I., Levina I.D., Kirillova S.A., Chesnova O.A., etc.
CC as a tool for the development of a creative city	Zhogoleva A.V., Dvortsova O.G., etc.
the possibilities of CC development in depressed territories	Vanyushkin A.S., Druzin R.V., Kuznetsov M.M., Ilyasova Yu.V., etc.
CC development in the context of urban studies, urban planning, and urban environment transformation	Plotnikova T.O., Zahlebnaya K.A., Osipova I.M., Korgina O.A., Korgin K.V., Reznikov A.A., Semenchenko O.G., etc.
the impact of CC on the development of regional or city innovative potential	Nabiullin R.R., Pertsukova U.A., Oleshkevich K.I., Grakova S.S., Kirillova S.A., Orlova D.S., etc.
trends and factors of CC development	Materova E.S., Starostina L.D., Zhironkin S.A., Sharafullina R.R., Baykova E.R., Tomashevskaya Yu.N., Dzhalmurzina M.N., etc.
CC as a point of attraction for young people	Klimenko V.A., Bannikova T.I., Chudinova E.A., Sayansky M.K., Khuzhina D.A., Litvina E.A., etc.
QC and business development	Govorina M.R., Proskurina A.A., etc.
industrial structure of the CC in the region	Vanyushkin A.S., Matveeva E.V., Nikitina A.A., etc.

<sup>8</sup> Union of Creative Clusters. Source: <https://www.unitedclusters.ru/> (accessed on 29.01.2026).

The direction of research	Full name of the researchers
the project approach in QC management	Garbuzov Ya.V., Taydaev R.M., etc.
CC legal status and regulation	Bundin M.V., Shireeva E.V., etc.
problems of QC development	Bannikova T.I., Chudinova E.A., Karimova I.Yu., Kulakov S.N., etc.
CC government support, public-private partnership in CC development	Borovikova E.V., Falin I.O., etc.
the impact of digital technologies on the development and functioning of CC	Bannikova T.I., Bambizova A.M., Lisichenok E.P., etc.
adaptation of cultural facilities, monuments of industrial architecture, industrial zones for residential buildings, their renovation, zoning of industrial cities for residential buildings	Bardin G.A., Kozodaev V.A., Zdorov N.S., Piguzov M.I., Baskakov I.V., Derbenev V.V., Arefyev A.A., Pastukh O.A., etc.
CC as a factor of tourism development	Abrosimova T.F., Ogarkova I.V., Kartasheva O.A., Kabardokova L.A., Permyakova T.V., Churkina P.G., Kopalova O.S., Kopaeva E.I., Kumova D.M., Yakovlev A.R., Romanets I.I., Kharina S.I., Domnina S.V., Dvortsova O.G., Kuskov V.M., etc.
influence of CC on the territory brand promotion	Klimenko V.A., Voronina-Darintseva A.E., Pogadaeva O.S., Zhuravleva I.A., Alikperov I.M., etc.
formation of CC in educational institutions, collaboration of universities and CC, educational potential of CC	Klimenko V.A., Bannikova T.I., Chudinova E.A., Voronina-Darintseva A.E., Dydykin I.O., Litvina E.A., Sazonova A.L., Sofronov M.A., Kozyukin D.B., Sergeev A.S., Tanina A.V., Zaust S.K., etc.
analysis of the Russian practice of formation and development of CI and CC	Vasilenko L.A., Bogdanova L.V., Karimova I.Yu., etc.
formation of CC, CC infrastructure, CC promotion	Maryina L.P., Mikhaleva D.D., Petrashevskaya Yu.V., Baskakova I.V., Derbeneva V.V., Turgel I.D., Tsepeleva A.D., Kruglikova K.S., etc.
development of culturally oriented clusters	Veselkin V.V., Ospanova A.M., Akopyan A.R., Agibalova A.D., Shishikina A.V., etc.
development of sports and creative clusters	Gureeva E.A., Petrenko E.S., etc.
assessment of the socio-economic and infrastructural potential of the region during the formation of the CC	Klimenko V.A., Bannikova T.I., Chudinova E.A., etc.
assessment of the effectiveness of CC in terms of regional development	Adrianova S.A., Klimenko V.A., Bannikova T.I., Chudinova E.A., Koryukova Yu.D., etc.

Source: Authors

According to the study of scientific publications in the e-library, 2024-2025, there are numerous studies of the development of creative industries in Moscow, St. Petersburg, large and extra-large cities of Russia (Voronezh, Yekaterinburg, Irkutsk, Omsk, Saratov, etc.). This is due to both demand for products and supply in terms of the creative industries. There are also studies concerning small and medium-sized cities and towns, for example: in the Tula region [1]: Chernoiostochinsk village, Sysert, Aramil, Polevskoy, Sverdlovsk region; Satka, Chelyabinsk region; Mezhdurechensk, Kemerovo region; Belokurikha, Zarinsky district, Tyagunsky Village Council; Novoaltaysk, Altai Krai [3], the creation of Siberian cultural and tourist clusters [7; 10].

Many studies highlight the problems of CC development in the Russian regions. Vasilenko L.A.,

Bogdanova L.V., Karimova I.Y. note the insufficient development of personnel policy and talent management, problems in intellectual property and copyright protection, absence of comprehensive and systematic measures to support CC, interregional competition, and the struggle for resources and sales markets between enterprises producing similar products, etc. [5, pp. 69-71]. The researchers Bannikova T.I. and Chudinova E.A. consider the weak development of infrastructure, bureaucratic, and administrative barriers for CC development clusters [2].

The scientific literature analyses regional practices in the formation and development of CC and the reasons for unsuccessful practices in creating creative clusters. For instance, Klimenko V.A., Bannikova T.I., Chudinova E.A. identify the following:

- an insufficiently developed creation strategy,
- weak management and marketing system,
- an insufficiently developed creation strategy, resulting in poor quality infrastructure, lack of marketing support and failure to attract interesting residents,
- lack of support from local authorities,
- a weak analysis of regional specifics the cluster is planned to be located [8].

When implementing a project to form a creative cluster, the authors propose a methodology for assessing the region's potentials. They are as follows: socio-economic potential – based on economic structure (5 indicators), social environment (5), human capital (5) and infrastructural potential – based on transport accessibility (3), communication infrastructure (2), business infrastructure (3), specialised infrastructure (3), urban environment (4) [8, p. 72].

However, the investment climate in the region is an important indicator of the economic structure. S. Shkiotov notes the secondary effect of investments through employment, income, and cross-industry relations. The investment multiplier plays a significant role in regional development. Indeed, the magnitude of this multiplier is not a universal constant and reflects the economic reality of a particular region [11]. According to the Head of the Centre for the Development of the Creative Economy of ASI, Ye. Cherkes-Zade, there is no single template for creating clusters, much depends on the specifics of the region, the possibilities, and requests from the creative community<sup>9</sup>. According to A. Vanyushkin, sustainable development of the region depends on the interrelation of the creative industry of the region with the key sectors of the economy that have the greatest contribution to the gross regional product [4].

Baskakova I.V., Derbeneva V.V., Turgel I.D., Tsepeleva A.D. classifying the creative clusters on the significance of the material and symbolic components of local identity (the author's concept of a local two-component construct): the material component is a physical object of the cultural and historical heritage of a territory that conveys its uniqueness (industrial and factory territories, natural attractions, etc.), and the symbolic component is symbols and meanings that define the cultural and historical context of the territory (historical events, legends, etc.) [3]. Different combinations of material and symbolic components are possible within the construct. It is accompanied by formation of various types of creative clusters. The authors also identify the following models: the 'conservation' model (according to the material and symbolic components – levels: 'high-high'), the 'transformation' model ('high-medium', 'medium-low', 'low-medium'), the 'generation; model ('low-low').

The directions and stages of the formation of CC in the regions, including the depressive type, are proposed. For instance, categories of creative industries are distinguished to determine the sequence and stages of creating a creative cluster:

- independent of the image and attractiveness of the environment: stalker tourism, quests, squat concerts, and festivals, etc.
- dependent on the image and forming it: folk crafts, local cuisine, museums, exhibitions, concert halls, etc.

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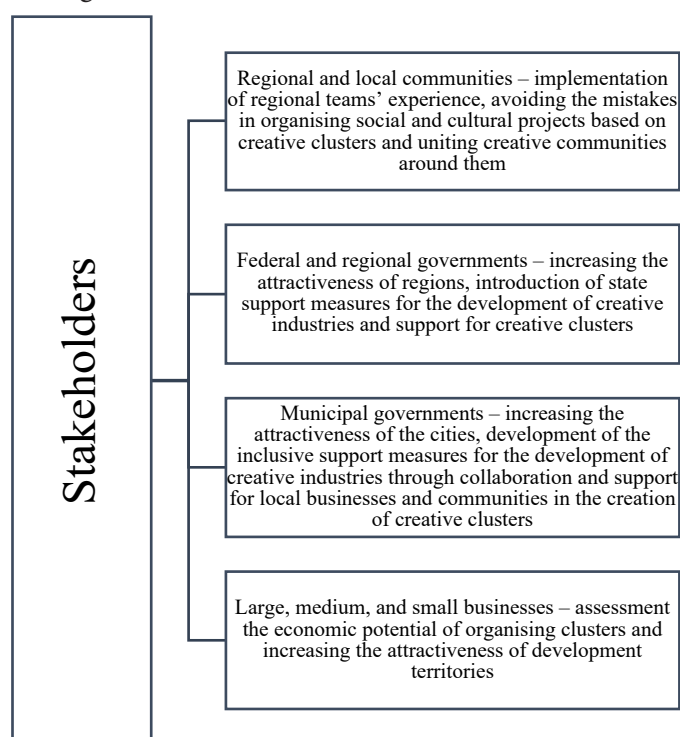
<sup>9</sup> Kanevskaya, P. (2025). *The idea for a million: how the infrastructure for the development of creative industries is being created in Russia*. Newspaper.Ru. Source: <https://www.gazeta.ru/business/2025/04/22/20915642.shtml?ysclid=md93bg9efz418558979> (accessed on 06.02.2026).

– dependent only on the attractiveness of the environment: real estate construction, IT sector, media, advertising, publishing, etc.

– dependent on the image and attractiveness of the environment: fashion industry, design (clothing, etc.), jewellery [13].

The Higher School of Economics calculates the Russian Regional Index of Creative Industries (hereinafter – RRICI). By the end of 2024, the leaders are Moscow, St. Petersburg, Novosibirsk, and Tomsk regions. The top 20 is dominated by regions from the European part of Russia and the Ural Federal District. There is a tendency to increase polarization between the regions in and out of the top 10 completing the rating. The leaders of the Central Federal District are the Ivanovo region (6th place), the Kostroma region (7th place), the Kaluga region (11th place) [12].

According to the Regional Standard for the Development of Creative Industries, stakeholders in the development of creative clusters can be: government authorities (federal, regional, municipal), regional and local communities, business (Fig. 1).



**Figure 1.** Economic and social interests of stakeholders in the development of creative clusters in the region  
Source: *Atlas of creative clusters of the Russian Federation*<sup>10</sup>

We compared the development of creative clusters in the Kaluga region, the Yaroslavl region, the Nizhny Novgorod region, and the Kaliningrad region.

In the rating of regions for the development of AI, the Kaluga region improved its position in 2024 and ranked 11th. A cluster development support centre has been operating in the Kaluga region. It implies a serious attitude towards creative clusters. Since 2009, there is a work on formation a system of economic, organisational, and regulatory support for the creation and functioning of territorial production and innovation clusters in the region. In 2009, the Kaluga region adopted a strategy for socio-economic development until 2030. According to it, the cluster approach was adopted as the main model for the development of the region.

The leading role in the implementation of the cluster policy of the region and in the organisation of comprehensive support for participants in territorial clusters is played by AO Agency for Innovative Development – Centre for Cluster Development of the Kaluga region. Established in 2010, the Agency is the founder and coordinator of such clusters as: The Cluster of Information and Communication Technologies of

<sup>10</sup> *Atlas of creative clusters of the Russian Federation*. Source: <https://www.unitedclusters.ru/library#!/tab/611908598-1> (accessed on 29.01.2026).

the Kaluga region; the Cluster of Composite and Ceramic Technologies; the Tourist and Recreational Cluster of the Kaluga region; the Cluster of Socio-Technological Development of the Territories of the Kaluga region, etc.<sup>11</sup>.

The principles of cluster development in the Kaluga region include:

- Innovation Project crystallisation centres – small and medium-sized enterprises of the cluster;
- Accumulation of highly qualified human resources;
- Close cooperation with development institutions and industrial partners;
- The formation of integrated technological chains in the field of product creation: scientific laboratories – engineering centres – small design companies – production sites, etc.

The activity of the Kaluga region's tourism development area noted in the draft strategy for the development of tourism and the hospitality industry until 2030 on 30.08.2022 is of particular interest<sup>12</sup>. The strategy highlights a separate strategic priority: 'Marketing and branding' to form a single tourism brand of the Kaluga region for increasing its recognition in the tourism market in Russia.

This initiative assumed:

- establishing the Kaluga region sub-brands (related to folk crafts, gastronomy, event programs, etc.)
- formation of a comprehensive strategy for promoting a single brand of the Kaluga region;
- development of diversified tourist and recreational areas according to the preferences of different target audiences and seasons;
- constructing the 'hiking trails'.

This competent marketing strategy demonstrates the importance of the creative economy in the development of the region. Therefore, there are prerequisite for design 'new points of attraction' for tourists, talented and qualified personnel, and entrepreneurs to ensure the economic development of the region.

As an example, we can consider the Nikola-Lenivets Art Park. It is located in the valley of the Ugra River and covers about 600 hectares, including three villages: Zvizzhi, Koltsovo, and Nikola-Lenivets. The part of the territory belongs to the Ugra National Park – a protected natural area. It contains more than 60+ art objects and hosts festivals of contemporary art (Archstoyanie). Those are the platforms for self-presentation for the representatives of various creative professions.

According to the report on the development of creative industries in the Kaluga region, 2024, several priority creative industries were identified. They are as follows:

- Software development activities: development of electronic document exchange services (ASTRAL-SOFT OOO), implementation of cost-effective and budgetary solutions (KAMIN-CLASSIC OOO, KOD-KWT OOO, KAMIN-SOFT OOO), development of geoinformation projects (ORBI SYSTEMS OOO, RIK MASTERS OOO), creation of information platforms for business and medicine (AMED OOO);
- Literary and publishing industry: translation services (MAC-UNIT OOO) and newspaper publishing (KOMSOMOLSKAYA PRAVDA-KALUGA AGENCY OOO);
- Gastronomy: activities of restaurants and cafes (SOUP&SANDWICH OOO, GOSTINY DVOR OOO, NIKA-RETAIL OOO, PROFITCOM OOO, PROFTESTO OOO);
- Music and sound design: piano and grand piano production (ACCORD PIANO AND PIANO FACTORY OOO);
- Media and journalism: advertising on radio and television, radio broadcasting (INTERVIDEO OOO, PROM-MEDIA OOO);
- Advertising and communication: advertising placement (BILLBOARD OOO, MARKET STYLE OOO);
- cultural and entertainment industry: organisation of recreation and entertainment (SINATRA OOO).

Moreover, on June 5, 2024, at the international economic forum, a plan for the development of the

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<sup>11</sup> Agency for Innovative Development – the Centre for cluster Development of the Kaluga region. Source: <https://airko.org/> (accessed on 29.01.2026).

<sup>12</sup> Strategy for the development of tourism and the hospitality industry in the Kaluga Region for the period up to 2030: Decree of the Government of the Kaluga Region on 07.11.2022 No. 842. Source: [https://minkult.admoblkaluga.ru/upload/oiv/minkult/turizm/npa/proekt\\_strategiya.pdf](https://minkult.admoblkaluga.ru/upload/oiv/minkult/turizm/npa/proekt_strategiya.pdf) (accessed on 30.01.2026).

territory of the former Kristall plant was provided. It is planned to concentrate restaurants, coffee shops, workshops, offices, creative spaces, festivals, lectures, exhibitions, gastronomic workshops, etc. on the territory of the former plant<sup>13</sup> up to December 2027. Indeed, it is the new creative cluster of regional economic development.

In the Russian regional ranking on the creative Industries index, the Kaliningrad region ranks 17th in 2024. Its creative cluster is currently actively developing and projects are being implemented. They are as follows:

- Barn is a multifunctional art space in Kaliningrad; a venue for exhibitions of contemporary art, cultural, educational events; it is also a store where artists and craftsmen from the Kaliningrad region exhibit and sell their works;

- The Ponart Cultural Quarter is a cluster in Kaliningrad for festive fairs and festivities, conferences, lectures, exhibitions, and master classes.

There are several projects in the Kaliningrad region to support creative entrepreneurship and clusters. For instance, the Crespectiva Foundation for Creative Industries. It is an association of creative people, a production centre, and a project office under the Government of the Kaliningrad region<sup>14</sup>.

It allows ones to:

- scale the projects, enter new niches and markets, and replicate successful experiences.

- It also improves a local identity to strengthen the region's brand and increase its competitiveness in tourism.

- Its goal and a social mission are the contribution to the development of the industry through mentoring and expert work in education and work with young professionals, etc.

Krespectiva has several projects to promote creative entrepreneurship and work with creative clusters.

They are as follows:

- INCLUS is a pop-up showroom and mobile exhibition space supporting more than 100 creative entrepreneurs;

- KLASSTER is a project aimed at the formation and development of a local creative community and fashion business in Kaliningrad. Its strategic objective is to create an environment for the development of distinctive and sustainable local businesses, and develop Kaliningrad's business infrastructure;

- Made in Kaliningrad – tracking accelerator for creative entrepreneurs;

- Enclave is a creative industries Award. A study of Kaliningrad's creative figures and industries to reward creative leaders and motivate them, etc.

Additionally, in December 2017, in the structure of the Kaliningrad Region Entrepreneurship Support Centre Foundation a Cluster Development Centre was established. It provides assistance to the development of cooperation between businesses, government authorities, educational institutions, science, and investors in the implementation of joint projects. The Centre for Cluster Development (CCD) is a structural unit of the Foundation for identifying cluster initiatives, facilitating the coordination of projects of small and medium-sized businesses, and ensuring cooperation between participants in territorial clusters. A characteristic feature of the cluster is the concentration of enterprises connected by production processes in a limited area.

Cluster members are provided with various services to help them promote themselves in the market, such as:

- assistance in new products market launch;

- ensuring participation in Russian and international exhibitions;

- provision of marketing services;

- conducting training sessions and seminars;

- product positioning and promotion;

- organisation of business missions for cluster members (internships, exchange of experience), etc.

<sup>13</sup> The press service of the Governor and the Government of the Kaluga region. News 05.06.2024. A new city block Kristall will be built in Kaluga. Source: <https://admoblkaluga.ru/news/item-20586> (accessed on 31.01.2026).

<sup>14</sup> Krespectiva. (2026). Creative Industries Foundation Krespectiva. Source: <https://krespektiva.ru/?ysclid=ml3rb76pvg762175106> (accessed on 31.01.2026).

Therefore, the wide range of services provided, among which special attention is paid to marketing and participation in international exhibitions, intercultural exchange, allows us to conclude about a more thorough and broad approach to this issue in the Kaliningrad region. Creative clusters are a competent way to develop regional economies and broadcast cultural values<sup>15</sup>.

In 2022, the Kaliningrad administration presented a new strategy for the socio-economic development of Kaliningrad until 2035. It concerns with the development of a creative cluster in the region. According to the strategy, the formation of the «creative industry» would be based on the following areas: the IT sector (software development, entertainment content); architecture and industrial design; film production, publishing; advertising production, and mass media. The strategy developers hope, there will be a touristic cluster developed. As a result, it is expected to increase «creative capital index» (from 7th place in 2021 to 5th place in 2035); «turnover of the knowledge economy and tourism» (from 37.5 bn per year to 143.8 bn RUB); «average tourist check» (from 6 up to 12 thousand RUB per day). Retail trade turnover is also expected to increase from 143 bn to 321 bn RUB per year, investments in fixed assets from 82 thousand rubles per person to 33 thousand rubles, the urban environment quality index from 216 to 294 points, an improvement in the position in the national investment climate rating from 23rd to 10th place<sup>16</sup>.

The tourism organisations, accommodation and catering facilities, souvenir production, recreational and other services are involved in the activities of the tourism cluster. Through the production of unique souvenirs and the creation of a memorable brand with the participation of Kaliningrad Amber, new creative entrepreneurship are able to form a point of attraction for many people related to the creative economy.

Russia's largest private innovation cluster, Technopolis GS is in the Kaliningrad region. The cluster includes a production area, a residential area, and a creative space. The cluster's key production areas are microelectronics and consumer electronics. There is the first Russian production of SSDs (solid-state drives), microprocessors, LEDs, smart home, and smart cities. The cluster is a globally competitive innogorod, operating both as a technology hub and a city. Indeed, the innovation ecosystem is based on human capital. The cluster's development is focused on the world's leading urban models and concepts: Richard Florida's theory of the creative class and the creative city, Ian Gale's theory of the global city, and the idea of a city for people. It confirms the thesis about the proximity of European ideas in the Kaliningrad region<sup>17</sup>.

A cluster of creative industries and IT is developing in the Yaroslavl region. The creative cluster appeared on the Yaroslavl textile factory «Cord». Within the framework of the federal project «Professionalism» on the basis of educational institutions of secondary vocational education (SPE), an educational cluster of SPE «Art and Creative Industry» is being developed in Yaroslavl. It developed on the basis of the Yaroslavl Urban Planning College; its network partner colleges are A. Nevsky Pereslavl College, the Rybinsk Printing College, the Yaroslavl College of Service and Design, and the Yaroslavl College of Management and Professional Technologies. The mission of this cluster is to create an effective practice-oriented personnel training system in the field of 'Art and creative industry' in the Yaroslavl region in terms of the current and future needs of the labour market, modern trends, and challenges<sup>18</sup>.

To systematically select and support priority creative industries in the Yaroslavl Region, there have been developed criteria for their identification. They help identify areas with the greatest potential for human capital development, economic growth, preservation of cultural heritage, and increasing the competitiveness of the region (Table 3)<sup>19</sup>.

It considers the regional specifics, strategic goals of the region's development, and government support.

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<sup>15</sup> Kaliningrad Region Entrepreneurship Support Center «My Business». (2026). Source: <https://mbkaliningrad.ru/cluster/?ysclid=ml2qr6mbe9139142469> (accessed on 31.01.2026).

<sup>16</sup> Novy Kaliningrad. (2022). Kaliningrad's new development strategy involves the creation of an 'oasis for creative entrepreneurship. Source: <https://m.newkaliningrad.ru/short/2022/02/11/23979708.html> (accessed on 01.02.2026).

<sup>17</sup> GS GROUP. (2026). Ideas that transform the world. Source: <https://gs-group.com> (accessed on 01.02.2026).

<sup>18</sup> Resurs. (2026). The educational cluster of the Professional Education, Yaroslavl region «Art and creative industry». Source: <https://resurs-yar.ru/upload/medialibrary/d3b/l77g0g37ke7u9u6kjp0khe1s864l7cm0.pdf> (accessed on 03.02.2026).

<sup>19</sup> The regional methodology of defining the criteria for determining priority creative industries in the Yaroslavl region. Source: <https://portal.yarregion.ru/depts-usp/doc/ORV/2025/ID%20435%202025%20NPA%201.pdf> (accessed on 03.02.2026).

The analysis of creative industries for compliance with the criteria for selecting priority creative industries is conducted by the authorized body – the Ministry of Culture of the Yaroslavl Region. It correlates with the other executive authorities, members of the regional expert council for the implementation of the regional standard for the development of creative industries in the Central Federal District (the expert group was approved by the order of the Agency for Strategic Initiatives for the Promotion of new projects on 11.07.2025, No. 73-OD).

Based on the results of the analysis of compliance with the criteria for selecting priority creative industries, the map of indicators for each industry is compiled to assess them and subsequently select priority creative industries. As a result of the experts' discussion of the priority areas of creative industries, the creative specialization of the region is being formed.

**Table 3** – Criteria for determining priority creative industries in the Yaroslavl region

Criteria (weight ratio), (%)	Characteristics of the criterion	Scores <sup>20*</sup>
Matching economic specialisation (10)	The development of the creative industry is aimed at achieving the priorities and goals set by the strategic planning documents of the Yaroslavl region.	yes – 10 points, no – 0 points
Economic potential (30)	The contribution of balanced financial result of creative industries to the total balanced financial result of organisations in the Yaroslavl region.	ranked 1-5 – 10 points, ranked 6-10 – 5 points, ranked 11-16 – 0 points
Cultural significance (25)	The historical prerequisites for the development of industry in the Yaroslavl region.	High level of the indicator – 10 points, Average level of the indicator – 5 points, Low level of the indicator – 0 points
	The industry contributes to the preservation and popularisation of the local identity of the Yaroslavl region. A set of cultural, historical, and social features connecting industry entities with the Yaroslavl region.	High level of the indicator – 10 points, Average level of the indicator – 5 points, Low level of the indicator – 0 points
	The industry promotes the creation of unique products to form a recognizable image of the Yaroslavl region.	The high level of the indicator is 10 points, the average is 5 points, the low is 0 points
Export potential (25)	Participation of industry representatives in international industry events.	The high level of the indicator is 10 points, the average is 5 points, the low is 0 points
Human resources potential (10)	The number of higher, secondary vocational, and additional education programs aimed at training personnel for the industry.	ranked 1-5 – 10 points, ranked 6-10 – 5 points, ranked 11-16 – 0 points
	The number of graduates of specialised educational institutions in the creative profile.	ranked 1-5 – 10 points, ranked 6-10 – 5 points, ranked 11-16 – 0 points

Source: Authors

In November 2023, the Yaroslavl Region hosted the forum 'My Business. Creative industries.' The event was attended by more than 200 entrepreneurs and specialists from creative industries. The conference included:

<sup>20</sup> The results obtained for each selection criterion are summarized and multiplied by fixed weight coefficients for each criterion. Priority is given to industries have a combined score of 1.5 or more points.

1) 'Creative industries in IT' was deployed in a convenient space – 'Tochka kipeniya' of P. A. Solovyov Rybinsk State Aviation Technical University, Rybinsk, Yaroslavl region, Russia.

2) 'Education in the field of creative industries' – at the Voznesensky Concert and Entertainment Centre, Yaroslavl, Russia;

3) 'Creative industries in the tourism industry' – in Rostov the Great, Yaroslavl region, Russia<sup>21</sup>.

There is a School of Creative Industries in Yaroslavl<sup>22</sup>. Yaroslavl is in the top 10 Russian cities according to the index of creative activity<sup>23</sup>.

The basis for the creative industries in Yaroslavl is its historical status, museums, libraries, etc. This activity involves the active development of folk-art crafts, information technologies, etc.

At the Creative Industries Forum, a number of initiatives were proposed in the fields of tourism, urban development, and positioning of the Yaroslavl region.

A comparison of the three surveyed regions on the development of creative industries and creative clusters is presented in Table 4.

**Table 4** – Characteristics of creative clusters in the Kaliningrad, Kaluga, and Yaroslavl regions, Russia

Region	Features of the creative cluster development	The institutional environment for the development of creative clusters	Directions of creative industry formation
Kaliningrad region	Cooperation with the development of the Tourism Cluster and the Amber Industry Cluster.	- Krespectiva Foundation for Creative Industries, - Kaliningrad Region Entrepreneurship Support Centre, - Cluster Development Centre, - Private innovation cluster «Technopolis GS».	- IT sector (software development, entertainment content); - Architecture and industrial design; - Film production; - Publishing house; - Advertising production and media.
Kaluga Region	It is carried out in cooperation with the development of the Cluster of Information and Communication Technologies, Tourism and recreation cluster, Cluster of socio-technological development of Kaluga region territories	- Agency for Innovative Development, - Centres for the implementation of innovative projects.	- software design: development of electronic document exchange services; - publishing industry: translation services and newspaper publishing; - gastronomy: restaurants and cafes; - music and sound design: production of pianos and grand pianos; - media and journalism: advertising on radio and television, radio broadcasting; - advertising and communication; - cultural and entertainment industry: organisation of recreation and entertainment.
Yaroslavl region	Cooperation with the development of the Educational Cluster, the IT Cluster	- School of Creative Industries, - The forum 'Moy biznes (My business)'.	- in the IT; - education in the field of creative industries; - in the tourism industry

Source: Authors

<sup>21</sup> Chamber of Commerce and Industry of the Russian Federation. (2023). The development of creative industries in the Yaroslavl region. Source: <https://news.tpprf.ru/ru/regional/5229388> (accessed on 30.01.2026).

<sup>22</sup> Artemenkova, T. A. (2026). Creative industries: the balance of art and business. Source: <https://prembank.kapital-info.ru/site/public/elfinder/Press-kit/Art.pdf> (accessed on 30.01.2026).

<sup>23</sup> Yaroslavl region. (2022), News on 25.02.2022. Yaroslavl entered the top 10 Russian cities according to the index of creative activity. Source: <https://yarreg.ru/articles/yaroslavl-voshel-v-top-10-rossiyskih-gorodov-po-indeksu-kreativnoy-aktivnosti> (accessed on 30.01.2026).

## Conclusion

There are many problems in the development of creative clusters: intellectual property and copyright protection, personnel policy and talent management, state and local authorities support, insufficient infrastructure development, bureaucratic and administrative barriers, etc. The reasons for the unsuccessful practices of creating creative clusters include: insufficient elaboration of the strategy for creating creative clusters, weak analysis of the specifics of the region where the cluster is planned to be located, shortcomings in the management and marketing system, etc.

According to the analysis of regional practices for establishing and development of creative clusters, the Kaluga, Kaliningrad and Yaroslavl regions consider creative clusters and the development of creative entrepreneurship as a tool for retaining young people, developing tourism, and forming new jobs. The development of creative clusters follows the development of other regional clusters: in the Kaliningrad region – with the development of a tourism cluster and a cluster of the amber industry; in the Kaluga region – a cluster of information and communication technologies and tourism and recreation; in the Yaroslavl region – with the development of IT and an educational cluster.

The institutional environment for the development of creative clusters is expanding: in the Kaliningrad region there are the Crespectiva Foundation for Creative Industries, the Entrepreneurship Support Centre, the Cluster Development Centre, the Technopolis GS private innovation cluster; in the Kaluga Region there are the Innovation Development Agency, Centres for the Implementation of Innovative Projects; in the Yaroslavl Region there are the School of Creative Industries, and Forum My Business, development of a regional methodology for determining priority creative industries, etc.

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## CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

## AUTHOR'S CONTRIBUTIONS

Alla B. Berendeeva – conceptualization; supervision.

Maria A. Sukhanova – writing – original draft.

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