

## THE ACTUAL FORMAT OF GHAZALI ECONOMIC ACTIVITY: THE EXPERIENCE OF THE SOUTHERN REGIONS OF RUSSIA

International experience proves that industrial business parks are becoming centers of favourable attitude, economic growth and production development. In the process of the economic evolution business parks have a propensity to the places of the qualified staff concentration, educational centers, trade, culture, entertainment. It was revealed that the most important problems for industrial parks creation are: difficulties in the investment attraction; administrative barriers, complicated business conditions in Russia. The limiting factors for a potential investor are the following: absence of the opportunity of all project risks management, bureaucratic procedures, absence of common standards of organization and business practice in the industry. New industrial grounds are supposed to help to get rid of the dependence of many southern Russian monocities from a large enterprise, will assist regional authorities to solve the problem of employment. The article reveals competitive characteristics and peculiarities of industrial parks, distinguishing them from industrial zones and technoparks. The importance of the creation of industrial parks as a relatively new form of the organization of the industrial production in Russian regions and as an efficient tool of the investment attraction into the regions of the Southern federal district is proved.

**Keywords:** region, techno park, industrial zone, industrial park, Association of Industrial Parks, investments, Southern federal district, development.

**Formulation of the problem.** Today industrial parks as complexes combining warehouses, production sites, offices, social and dwelling units are popular in the whole world. From the beginning of the XX century, the industrial parks were situated in the suburbs of the cities, close to transport knots and airports, in the territories that were zoned for the industrial and warehouse use. Since 1950s specialized innovative techno parks associated with large universities started to emerge. Industrial parks are providing the enterprises with the infrastructure for the realization of their basic production activity. Techno parks are contributing to the development and the introduction of new technologies into the production and there should surely exist the presence of the R&D constituent in the form of scientific institutes, centers, universities. Some time after business parks started to gravitate towards the places of the highly qualified staff concentration, educational centers, trade, culture, entertainment [1–4]. Their territorial organization was generally tied to the places of old industrial zones in large cities.

Competitive characteristics of industrial parks are: geographic closeness of the sellers and labour markets, availability of financial partners, transport accessibility, integration of some means of transport (car, railway, airplanes, water transport), excessive provision

of the energy resources, simplified order of the passing by residents of administrative and permissive procedures, closeness of dwelling units and social infrastructure, opportunity of the enlargement or product diversification, advanced engineering solutions and so on. Internationally industrial parks are centers of the investment preferences, economic growth and the production development.

The residents of industrial parks get the following advantages: integrated services in construction and maintaining of production, time saving for the project setting, provision with the infrastructure and engineering nets, guarantees of the legal cleanness of the contracts, administrative support in the region, tax privileges. Industrial parks should be considered in a broader way than only just a comfortable way of doing business. In prospect they are capable of reconstructing the national economy, renovating the infrastructure and setting an innovative process. Already today the summary volume of the investments into all the declared projects makes up 550 billion rubles. Nowadays there are 250 projects dealing with the development of the working and designed industrial parks [5; 6].

The qualitative distinction of the industrial park from the industrial zone is the common conception of the development of the territory, anticipating the creation of a pool of renters or users cooperating one with



another, availability of a common for all the residents the system of an automated management, provision of communal services, security and access systems.

**Analysis of recent research and publications.** The efficient organization of the regional space, practical aspects of the search for relevant forms of interaction between businesses in the region were considered in the works of such foreign researchers, as: C. Collis, Roger H. Houpal, Michael T. Peddle, David H. Reisdorph, C.N. Silva, S. Syrett, D. Webb.

Current problems associated with vo-prosam organization of industrial parks in Russia, with the study of the specifics of formatting regional economic complexes in the form of industrial business parks, as well as analyzes the experience of creation of industrial parks in the regions of Southern Russia are reflected in the works of such Russian scientists, as: N. Kiseleva, B. Matveev, I. Mitrofanova, M. Mayornikova, O. Patrakeeva, G. Starokozheva and others.

The research was based on such general scientific methods as those of scientific abstraction, economic analysis, comparison and analogy, system approach, unity of subjective and objective in the development of economic processes and expert evaluation.

**Purpose of the article.** The purpose of the author of the article was the comparative analysis is not yet such a large experience of creation in the regions of Southern Russia industrial parks, the results of which allowed to identify as a deterrent and catalyzing this process factorsю

**Basic material research.** Industrial Parks as an Efficient Format for the Business Organization. New industrial sites can help to take off the dependence of the mono cities (cities specializing in one type of production) for a large enterprise and to help regional authorities to solve the problem of the employment of the population. The most desirable resident for a park is a large western producer that becomes an anchor actor that attracts the concomitant business thank to which a valuable narrowly specialized cluster appears. Basically foreign companies have strict standards relative to what their production site should be and that's why they offer the mana-

gerial company their own construction projects first and then they buy them out. The largest part of industrial sites is built using this principle. The more regional authorities are interested in the appearance of new projects in their regions the more preferences they offer to future residents [4].

Under contemporary circumstances the creation of industrial parks is an efficient way of attraction of the investments into the region. Under the conditions of the lack of domestic financial resources it is hard to find a big investor capable of occupying a large enough territory and, consequently to invest into its development considerable sums of money than to deal with several small ones. But as industrial parks are created according to the cluster principle, so the investor is offered the site basically oriented on the development of a definite product [7].

The industrial parks already functioning in Russia are: "Ozery" and "Dega Cluster Noginsk" in Moscow region, "Zavolzhye" in Ulianovskaya oblast', "Rodniki" in Ivanovskaya oblast', "Technopolis Khimgrad" and Kamsky industrial park "Master" in the republic of Tatarstan, "Vorsino", "I-Park" and "Rosva" in Kaluzhskaya oblast', "Orel" in Orlovskaya obalst, "Greenstate" in Leningradskaya oblast', "Sheksna" in Vologodskaya oblast'. New industrial parks are being actively constructed in Moskovskaya, Voronezhskaya, Leningradskaya and Yaroslavskaya oblast' [8; 9, p.71–74].

Among the industrial parks there exists a graduation according to the type of industrial sites. So, green field is an industrial parks built from the beginning. A brown field project is presented by old companies that appeared on the basis of previous industrial zones. According to the data of the company "Knight Frank" from all the industrial parks functioning in Russia, 69% of them are green fields that are presented by plots of land ready for use transformed from agricultural lands withd available infrastructure (sources and so on) or without it.

According to the assessment of the "Ernst and Young" company only in 2012 the number of new industrial parks increased by 15%. At the same time according to the opinion of experts from the company "Knight





Frank", one half of all the declared projects are only "empty fields". In practice in Russia only 25 or 30 parks (10% of the total number) are being realized. 70% of the area of the existing industrial parks are empty [7; 10, p.66–68].

However the number of the industrial parks that are organized in Russia is relatively small in comparison with the international practice due to the fact that it is a new industry for the country. Average recoupment term of the projects is about 7 years. The owners are looking for "long money" to invest in them and they are trying to gather an efficient pool of residents. At the same time there arise situations when the owners of industrial parks declare large scale projects but in practice potential residents remain disappointed as in one place there arise administrative barriers and in the other place they lack infrastructure or the managerial company provides low quality services. The reasons for the refusal of the investors of the placement in industrial parks are: insufficient general infrastructure and the pressure on the resident from the owner, possible burden from the side of the neighbour enterprises, competition for the professional working force, focus on large clients, probability of the operating and communal costs growth, desire of the residents to become an independent developer. Whereas the industrial parks are interesting for small and medium sized business [11, p. 1281–29].

South of Russia as a Basis for the Creation of Industrial Parks: Results and Problems. In the South of Russia there is already the industrial park "Nevinnomyssky" that is included into the list of priority investment projects for the period of 2010–2013, within the realization of the "Strategy of the development of the Northern Caucasus Federal District up to 2025". The amount of the budget funds planned for the realization of this project in the frame of this strategy made up 1,4 billion rubles and 1,15 billion rubles among them are the funds from the federal budget. For the period of 2013–2014 the financing from the federal budget will make up 4 billion rubles [12].

This helped already to get rid of the mono profile of the economy of the city, large scale constructions of new enterprises from different industries began (construction mate-

rials, metallurgy and so on). The launch of the enterprises from the park will allow changing the economic basis of the city, it will stop depending on the economic situation in three enterprises. After the finish of the creation of the industrial park "Nevinnomyssk" the volume of investments from different sources will make up 35 billion rubles. The plan of the development of the industrial park up to year 2030 took into account all the problems of the personnel development: number of the newly created working places with the account of the multiplicative effect will reach 10 000. For the development of the staff the directions of the active cooperation of the science, education and business are being created. In 2013 the construction of electric nets, water supply, gas supply, car and railroads in the industrial park "Nevinnomyssk" was started [6; 12].

Two years ago in Russia the Association of Industrial Parks was established which united 60 large market participants. The Association of Industrial Parks consists of both state corporations of the development of the regions of the Russian federation and private national and international companies. Nowadays the Association of Industrial Parks is developing the standard of an industrial park in accordance with which it realizes a voluntary certification of participants. However the number of the certified industrial parks is not big.

After the certification, the industrial park "Nevinnomyssky" was marked on the interactive map of industrial parks of Russia that encourages the process of the attraction into the city of Nevinnomyssk new investors. For them a road map was developed which presents a unique product describing the whole algorithm of the actions of potential investors, beginning from the agreement of the conception and basic parameters of the investment project with the administration of the city, assignation of the status of the resident of the industrial park "Nevinnomyssky" to the State Unitary Enterprise "Managerial company of the investment and innovative development of Stavropolsky kray" till the obtaining the permission for the introduction of the object into the operation [13].



For Nevinnomyssk the industrial park is one of the basic points of the economic growth and the center of the attraction of investments. So, for instance, if in 2011 only taking into consideration the whole volume of the funds invested into the economy of the city (12 billion rubles), only 12,5% fell on the projects of the residents of the industrial parks. As for the period 2012-2014 the share of investments into the park is expected to grow according to the forecasts to 40-50%.

According to the Agency of the investment development of Rostovskaya oblast', in this old industrial region of the Southern Federal District there are four active industrial parks: "Novoaleksandrovsky", "Azovsky", "Krasnosulinsky", "Oktiabrsky" and one that is being created "Grushevsky". Since 2004 world known companies have locate here their production sites: Coca-Cola, PepsiCo, Guardian, Fondital, PRAXAIR, IMERYYS and others.

Thus, for instance, the potential of the industrial park "Krasnosulinky" is very considerable, the total territory of which makes up 1 thousand hectares. On the territory of the park from 60 till 100 plants can be located. The main advantages of this park are the proximity to large cities of the Eastern Donbas (Shakhty, Novoshakhtinsk, Krasny Sulin) and a developed engineering infrastructure and close disposition to the main transport roads: the federal road M 4 "Don" and the M 19 road going through Ukraine. However it is clear that under the conditions of the political crisis in Ukraine that started in 2013 and accompanied by war in the South-East of the country, that led to considerable destruction of infrastructure in this territory, this advantage has been lost.

In 2012 the first investor of Ltd "Guardian Steklo Rostov" started to realize in the site of the park the construction of the plant. The subsidiary enterprise of the company "Guardian" (the largest world producer of the glass) planned to start its production by the beginning of 2013, the power of the plant will make 900 tons of float glass per day. The planned volume of investment makes about 260 million \$ [8-10].

The third potential resident of the park is the corporation "TechnoNicol" that is a Eu-

ropean producer and the provider of the roof, hydro and frost protection materials. The investment project supposes investment of about 45 million dollars into the production line of 50 000 tons of the heat insulation with the term of recoupment of 10 years. The choice of the investor of the territory of industrial park "Krasnosulinsky" was determined in the first turn by its suitable geographic position. The proximity to the southern border of the country will allow expanding the supply market: materials will be supplied into the regions of the Southern Federal District and the Northern Caucasian Federal District as well as Kazakstan, Armenia, Georgia an Azerbaijan. The residents of the part will get the preferences in the property tax according to the legislation of Rostov region. The number of tax privileges will make about 100 million rubles. Besides the residents will have the opportunity to reimburse the expenses on the creation of the infrastructure in electric and gas supply (about 80 million rubles). An additional advantage of the industrial park "Krasnosulinsky" is the availability of all engineering communications and a developed infrastructure in all industrial sites and in particular of a railroad branch.

But the problems still exist. The functioning industrial parks in the Rostov region are just potential sites basically for big investors. For a long time the policy of the attraction of investments into the region was oriented on them. The potential of medium sized regional firms was underestimated. The fact that this sector was not involved by the regional economic policy became evident when, despite all the efforts, the investments into the region reduced when large companies lowered their investment activity and there were no offers from medium sized enterprises. That's why in early 2012 the Department of Investments and Entrepreneurship of Rostovskaya oblast' initiated the preparation of the concept of the creation and development of industrial parks on the territory of the region. The result of the public discussion of the project concept led to the conclusion that the integrated legal base of the development of industrial parks has not been created so far and "one window" for the investors is only functioning in the manual mode of admin-



istration but there is no sufficient personnel provision and there are no parks, corresponding to the international or national practice. The developers of the conception offered the model that includes the interests of the business of any size and could be used in many territories of the region. Its disadvantage is the contiguity with the budget that weakens competitive advantages of the existing industrial parks in favour of the selected projects, i.e. large enterprises, that can count on privileges.

Since February 2012 a pilot project of the first private industrial park "Oktyabrsky" has been realized that in all the criteria corresponds to an international format. The managing company was created in the form of the limited company and its main source of profit is the money received from the servicing of the resident. Industrial park "Oktyabrsky" is specialized specifically in medium sized firms with the turnover of 50-300 million rubles that does not allow to count on specific tax preferences from the region, as in accordance with the law concerning investments, the privileges can be obtained by the investor whose business can count on the profit of more than 300 million rubles. If a large investor is interested in this park, it will have to obtain the subsidy from the regional budget without assistance [6; 9; 10].

The managing company of the industrial park "Oktyabrsky" rented the plot of land of 65 hectares in the municipality and it has the plans of the increase of the area twice at least and the negotiations are being held with investors who plan to occupy the plots of land of 20 and 30 hectares. The rest of the territory is divided into plots of land of 2-3 hectares for small business firms. The managing company is focused on the investment potential of 4,5 billion rubles obtained from the enterprises and residents. The additional area can give about 3 billion rubles.

Potential residents of the industrial park "Oktyabrsky" is a Czech company, specializing in a deep reprocessing of the agricultural production and a Spanish plant of the production of components of construction materials that have been supplied so far from abroad. Next to the new park there exists another one functioning since 2004 (it is called today Ok-

tyabrskaya industrial zone). Today its main investor is the largest Russian producer of turkey "Evrodon" and the factory of the steel work and sandwich panels "MetallDon" [12; 13].

As the conditions for state and private industrial parks are far from being equal Ministry of Economic Development of the Russian Federation took the decision about the support of the private parks. The test subsidizing of industrial parks that reached a certain level in their activity is planned to take place. So, if a private industrial park is 40% full, it can pretend to have its infrastructure costs reimbursed under the condition that these funds will be used for its further development.

Besides in the opinion of the experts of the Association of industrial parks, in Russia an "industrial park" is a market notion. That's why a number of the regions of Russia decided to give a special status to industrial parks by passing special regional laws. Stavropol'sky kray was the first in the South of Russia region where the law concerning industrial parks was passed and has been working since 2009. Volgogradskaya oblast' developed legal base for technological parks in 2011. The law "About industrial parks of Krasnodar kray" was passed in 2012. In these documents the status of the resident, mechanism of its assignment, the conditions of the use of regional tax preferences are determined.

In Rostovskaya oblast' investors at the same time deal with several laws: "About the investments into Rostovskaya oblast'", "About the zones of the economic development in the Rostovskaya oblast'" and "About the bases of the state and private partnership". However there are no explanations in any of them concerning which resident should be thought to be the resident of the industrial park and which territory is thought to be the one. It is necessary in the nearest future to pass the corresponding regional law.

**Conclusion prospects for further research.** In the international practice the format of the industrial park has been actively used as an instrument of the acceleration of the development of territories beginning from 1960s. Competitive characteristics of an industrial park are: geographic proximity of the markets and labour markets, availability of

financial partners, transport accessibility, integration of several means of transport, excessive provision with energy resources, simplified order of the passing by the residents of administrative and permissive procedures, closeness of dwelling and social infrastructure, opportunity of enlargement or diversification of the production, advanced engineering solutions. There are two conceptually different approaches in the location and the realization of the project: green field and brown field. In many projects of industrial parks green field concept has incontestable advantages and has, as a rule, good infrastructure, new communications and so on [14].

The sector of industrial parks in Russia is still very young and immature and it has existed for about 10 years so far. By the beginning of 2014 more than 100 industrial parks were said to be established all around the country and if we take into consideration the whole list of the industrial property existing: technoparks, industrial zone and so on, we can count on more than 300 units. The practice shows that only less one half of them are functioning. As for industrial parks that can share their positive experience, their number is considerably smaller. The largest part of industrial parks in Russia are connected with the development of the automobile and chemical industries. However their largest part appeared in "empty field" and not with the use of corresponding industrial sites. Most often their creation was directed on the construction of new productions in alliance with the Western companies.

Today in the Russian Federation there are both state and private industrial parks. The first ones are mainly focused on very large foreign companies and corporations, for instance, on automobile concerns. The second ones offer more flexible conditions for their residents that are basically created for the companies of an average level. However Russia has considerably fewer developed private industrial parks than state owned ones.

Industrial parks in Russia do not have a clearly determined legal status so far but there are visible efforts to solve this problem. Ministry of the economic development of the Russian Federation in this question closely cooperates with the recently established As-

sociation of Industrial Parks of Russia. As on the territories of industrial parks several companies independent from one another exist a number of problems arises that is connected with industrial, sanitary and ecologic security, right of water use, consumption of dangerous substances.

Beginning from 2012 the requirements for the industrial parks became more severe: only certified industrial parks are able to get financial support from the state. The nearest plans of the Association of Industrial Parks include the creation of the ranking of industrial parks. The assessment is supposed to be made using different criteria, for instance, satisfaction of residents, amount of the attracted investments and enterprises during the final year that encourage competition.

But now it is possible to say that there exists a specific trend directed on the creation of industrial parks in the regions of the Russian Federation. The fact of presence of an industrial park is seen to be as an indispensable condition of the successful regional functioning. The situation that arose in the market of the industrial property can be characterized as a favourable one rather than unfavorable one. The industry is quite competitive and is more perspective than an unfavourable sector for investment in the market of commercial property. The mood of the investors in the plan of the project financing of industrial property for the moment is rather optimistic than a pessimistic one.

Analysis of the industrial parks establishment in the regions of the South of Russia allows coming to the conclusion that the problems of the involvement of investors into the projects come forward. The second factor according to the importance and prevalence are the complicated conditions of business functioning in Russia. That's why a potential investor, planning to invest financial funds into the projects of industrial parks in Russia and its regions is afraid, in the first turn, of the lack of the opportunity to manage all the risks of the project and, secondly is incapable of managing bureaucratic procedures and, thirdly suffers from the absence of the common standards of the organization and doing business in the industry. However in general it can be noted that the market of industrial parks in





Russia is gradually developing in spite of the presence of some crucial problems in this sphere. But still the growth of qualitative indices is ten times lower than the level of the quantitative indices.

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**Родіонова Є. В.**

**Актуальний формат організації господарської діяльності: досвід південних регіонів Росії**

Міжнародний досвід доводить, що промисловий бізнес-парки стають центрами економічного зростання і розвитку виробництва. У процесі економічної еволюції бізнес-парки стали тяжіти до місць концентрації кваліфікованого персоналу, навчальних центрів, торгівлі, культури, розваг. Найбільш важливими проблемами при створенні індустріальних парків є: труднощі в залученні інвестицій; адміністративні бар'єри при веденні бізнесу в Росії. У числі стримуючих факторів для потенційних інвесторів: відсутність можливості компенсувати ризики, пов'язані з управлінськими, бюрократичними процедурами, відсутність єдиних стандартів організації та ділової практики. Нові промислові парки здатні допомогти позбавитися південним російським моно-містам від залежності від великих підприємств, а регіональним властям - вирішити проблему зайнятості. У статті розкриваються конкурентні характеристики та особливості індустріальних парків, які відрізняють їх від промислових зон і технопарків. Підчеркнута важливість створення індустріальних парків як порівняно нового формату організації промислового виробництва в регіонах Російської Федерації і як ефективного інструменту залучення інвестицій у регіони Південного федерального округу.

*Ключові слова:* регіон, технопарк, промислова зона, індустріальний парк, Асоціація індустріальних парків, інвестиції, Південний федеральний округ, розвиток.

**Родионова Е. В.**

**Актуальный формат организации хозяйственной деятельности: опыт южных регионов России**

Международный опыт доказывает, что промышленный бизнес-парки становятся центрами экономического роста и развития производства. В процессе экономической эволюции бизнес-парки стали тяготеть к местам концентрации квалифицированного персонала, учебных центров, торговли, культуры, развлечений. Наиболее важными проблемами при создании индустриальных парков являются: трудности в привлечении инвестиций; административные барьеры при ведении бизнеса в России. В числе сдерживающих факторов для потенциальных инвесторов: отсутствие возможности компенсировать риски, связанные с управленческими, бюрократическими процедурами, отсутствие единых стандартов организации и деловой практики. Новые промышленные парки способны помочь избавиться южным российским моногородам от зависимости от крупных предприятий, а региональным властям – решить проблему занятости. В статье раскрываются конкурентные характеристики и особенности индустриальных парков, которые отличают их от промышленных зон и технопарков. Подчеркнута важность создания индустриальных парков как сравнительно нового формата организации промышленного производства в регионах Российской Федерации и как эффективного инструмента привлечения инвестиций в регионы Южного федерального округа.

*Ключевые слова:* регион, технопарк, промышленная зона, индустриальный парк, Ассоциация индустриальных парков, инвестиции, Южный федеральный округ, развитие.

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