Abstract. The article analyses the experience of successful development of regional clusters of the USA. We describe the best practices of the cluster policy of the following states: Minnesota, Oregon, Massachusetts, South Carolina. We show the change in the role of managing subjects during the evolution of regional business clusters. We prove the need for training facilitators within the framework of professional cluster management. We suggest the system of organizational roles for ensuring inter-firm cluster interactions. The article is intended for researchers in regional economy, cluster policy and experts engaged in the management and development of regional clusters.

Keywords: regional economy, clusters, cluster policy, cluster approach, facilitator, thematic cluster

Thematic clusters are a new trend that requires understanding and adjusting the standard approach of cluster policy. The experience of the European CLOE-project (which is an inter-cluster cooperation network in the field of cluster management existing since 2004) shows that thematic tools do not have to cover the activities of the cluster as a whole; they may be selective. For example, participants in this network hold regular thematic workshops (interactive seminars) on specific topics related to cluster management and involve representatives of clusters and experts from different EU countries. During the workshop, scientists, experts and practitioners discuss various innovations and best practices in cluster management, while establishing informal contacts.

Cluster Policy: US Experience

In the United States, different states pursue a rather specific cluster policy. For example, in Minnesota, the cluster approach (as in several Asian countries) is seen as a framework concept for all economic policy. At first, the cluster approach was applied to solving one, albeit a complex, problem - the development of knowledge and competencies of the workforce demanded by business - but gradually began to be used in almost all areas of the state economic policy, becoming the basis of the regional development strategy. In this regard, the lessons learned by the Minnesota authorities deserve special attention. First of all, according to experts, it is important to form a common language for dialogue between regional leaders of government, business and civil society (the language means unambiguously understood terminology, identical ideas and expectations), which increases the role of training programs and discussions at the preliminary stage of cluster projects.

Further, Minnesota's cluster leaders proceed from identifying key regional needs in formulating cluster development programs. Thus, the activity of clusters is initially aimed at solving the systemic problems of the region. Of particular importance for the success of clusters in the region are its institutional assets, in particular, the headquarters of large corporations, the involvement of which requires special efforts. An important role at the stage of preliminary work on developing a cluster development strategy for the state was played by such a tool for obtaining primary information as an interview in the “director-director” format (CEO2CEO), which made it possible to increase the level of confidence of the interviewees and obtain realistic data.

In turn, the experience of the state of Oregon shows the key importance of discussion platforms for stakeholder communications and the development of agreed plans and solutions. So, in the early 2000s, the Oregon Business Plan was created - an annual forum of experts, politicians and businessmen to develop state economic development policies. Between the holding of this forum, its organizing committee conducts
interviews and focus groups, on the basis of which specialized reviews are prepared. In addition, Oregon has a regional cluster network, which includes representatives of business clusters developing in the state.

As experts emphasize, speaking on behalf of a cluster rather than a private company, the participants in this network begin to interact not as competitors in the market, but as partners. It is in this format that regional cluster development strategies become possible, within the framework of which it is necessary to coordinate the interests of different clusters. In addition, cluster networks are easier to attract the attention of federal politicians and regulators, as well as regional authorities. In addition, it was at this level that complex issues were raised and received certain solutions, which are simply impossible to solve at the level of individual clusters: it is, in particular, training of professional personnel, marketing and branding of the region, etc.

As the experience of the Massachusetts high-precision manufacturing cluster shows, a private regional coordinating institution can play an important role in the process of cluster formation; in this particular case, we are talking about the Institute of Innovation. It was this structure, on the one hand, that allocated the funds of regional grants to specific startups within the cluster; on the other hand, it cultivated the leadership and cohesion of the cluster stakeholders. For example, a prerequisite for supporting new projects within the cluster was the participation of other cluster members in it, as well as a positive impact on the competitiveness of the cluster as a whole.

The main lessons of the Massachusetts industrial cluster (which serve as the basis for future best practices) are related to the emphasis on increasing the intensity of interactions between:

- the internal stakeholders of the cluster (much more than with other actors in the region);
- regional grant programs should be based on realistic cluster needs;
- special attention should be paid to the non-financial support of cluster members from the intermediary institution.

In the state of South Carolina, a special body also played a key role in cluster development - the State Competitiveness Council, branded New Carolina, which initially included more than 100 representatives of small and large businesses, regional authorities, universities and nonprofits. This body was created in 2005, and in 2013, the organization of a regional Competitiveness Network was required, which included clusters located in South Carolina. Thus, from the stage of supporting individual clusters, the state has evolutionarily moved to the coordination of inter-cluster initiatives and cooperation.

In addition, the experience of this state shows:

- the importance of balancing the short and long-term goals of the clusters (in particular, the vagueness of long-term goals has become one of the main reasons for the stagnation of the tourism cluster of South Carolina);
- the feasibility of introducing paid posts of infrastructure (service) personnel, as the experience of attracting volunteers was not entirely successful;
- informing about the activities of the cluster, its projects, participants, initiatives and achievements should be carried out in a constant mode of PR activity and be informal in nature of the so-called “storytelling”.

The need for a professional cluster secretariat is also confirmed by the experience of clusters in the North Rhine-Westphalia region (Germany). These infrastructural bodies include 2-10 employees and perform a wide range of functions, from database management (for products, customers, partners, events, etc.) to the organization of training, presentation and PR events.

The evolution of professional cluster management

As the results of analysis of the best practices of 33 clusters from 23 EU countries have shown, professional cluster management is becoming increasingly important, and the training of relevant specialists (their function is also called the “facilitator”, that is, an intermediary in the field of interactions) is one of the key areas of activity institutions of regional development. For example, in Serbia, where more than 40 business clusters have been created, education and training for facilitators are an important function of the Cluster Chamber, a specialized organization for supporting cluster initiatives.

The facilitator training program is based on an interdisciplinary approach (from project management to psychology and emotional intelligence), a combination of theoretical and applied knowledge, and the involvement of local and foreign experts.

Both the functions and the competencies of cluster facilitators corresponding to them differ depending on the stage of the life cycle of a particular cluster (Table 1).

Cluster organizational role system

Many scientists note a high degree of uncertainty in the distribution of positions in modern clusters. The intercompany division of labor within the cluster creates a system of organizational roles, from the position of which the cluster can be understood as a meta-firm, i.e. a company combining a number of companies that carry out certain interrelated activities. The examples of the Spanish cluster of ceramic manufacturers (Molina Morales, 2005) and the Danish biomedical cluster (Gjerding, 2012) include the following key organizational roles:
### THE LIFE CYCLE OF PARTICULAR CLUSTER

<table>
<thead>
<tr>
<th>Facilitator Options</th>
<th>Potential Cluster</th>
<th>Growing Cluster</th>
<th>Mature Cluster</th>
</tr>
</thead>
<tbody>
<tr>
<td>Functions</td>
<td>Attracting new members, Stimulating communications Network shaping, Building trust Development of relations with authorities and partners, Promotion of a cluster idea.</td>
<td>Involvement of local stakeholders, Intensification of cooperation and collaboration, Building confidence The development of entrepreneurial activity, Cluster brand formation.</td>
<td>Diversification of the wound, Intercluster cooperation Integration into global value chains, Development of an international brand cluster.</td>
</tr>
</tbody>
</table>

Source: compiled by the author (Ingstrup, Damgaard, 2013; Jungwirth, Grundgreif, Müller, 2011)

1. Knowledge generators (companies and organizations focused on research and development, professional education and training, commercialization of innovations).
2. Facilitators (intermediaries in the interactions between participants and stakeholders of the cluster), including: GR coordinators (a special category of facilitators whose function is to establish and strengthen ties with authorities and regulators of individual markets).
3. Cluster managers (clustepreneurs, i.e. entrepreneurial firms within the cluster), including three groups of entities:
   - Industrial entrepreneurs whose activities are associated with the creation of goods and their delivery to markets;
   - Service entrepreneurs whose business is concentrated in the field of services and supply of turnkey solutions (starting from repair and IT-business and ending with legal support, marketing and finance);
   - Commercial entrepreneurs who act as intermediaries between producers of goods and services, on the one hand, and sellers (wholesale and retail trade) or consumers, on the other;
   - Social entrepreneurs implementing non-profit projects in the social, cultural or environmental fields.
2. Marketers and sales agents whose functions are associated, on the one hand, with the analysis of market niches and opportunities for the development of new types of business in a cluster or the release of new goods and services; on the other hand, with the promotion of products, branding, advertising and PR-activity, logistics and sales management.
3. Ambassadors - “ambassadors” of the cluster in the external environment, promoting the idea of the cluster in the local community and on a larger scale, as well as contributing to the formation of a positive image of the cluster.

### Conclusion
1. Foreign experience shows that thematic cluster policy should not be opposed to industry or technology models as an unconditional alternative.
2. Thematic clusters require a fundamentally different management based on distributed leadership, when leadership in different areas of the cluster's activity belongs to different organizations and does not cause conflicts between them.
3. The proposed system of key organizational roles allows us to advance in solving the difficult problem of leadership within the cluster, which arises in connection with the specifics of cluster development.

### References:
СОВЕРШЕНСТВОВАНИЕ МОТИВАЦИИ ТОРГОВЫХ ПРЕДСТАВИТЕЛЕЙ КАК ИНСТРУМЕНТ ПОВЫШЕНИЯ КАЧЕСТВА ЧЕЛОВЕЧЕСКИХ РЕСУРСОВ ДИСТРИБЮТОРА

Воронина Евгения Васильевна
Доцент, канд. экон. наук, доцент кафедры менеджмента и бизнеса, Институт экономики и управления, Сургутский государственный университет, г. Сургут

Хадасевич Наиля Ракиповна
Доцент, канд. экон. наук, зав. кафедрой государственного и муниципального управления и управления персоналом, Институт экономики и управления, Сургутский государственный университет, г. Сургут

Сергеева Ирина Владимировна
Канд. экон. наук, старший преподаватель кафедры государственного и муниципального управления и управления персоналом, Институт экономики и управления, Сургутский государственный университет, г. Сургут

Аннотация. Цель – совершенствование мотивации представителей торговой фирмы - дистрибьютора. Методы – анализ, синтез, экономико-математическое моделирование. Результат – повышение качества человеческих ресурсов дистрибьютора, повышение эффективности дистрибуции. Выводы - эффект от совершенствования системы мотивации торговых представителей выражается в сокращении фактических удельных затрат (на единицу объема продаж) на оплату труда, в приросте фактической доли компенсации производителей более чем на 70%.

Ключевые слова: дистрибуция, мотивация, качество человеческих ресурсов, ключевые показатели эффективности КРП.

В отрасли торговли развитие трудового потенциала является одним из основных источников повышения эффективности финансовых результатов деятельности и обеспечения конкурентоспособности фирмы [4; 5]. Фронт-офисом в этой сфере являются работники «первой линии» - торговые представители.

Стремясь к повышению эффективности работы торгового отдела (отдела продаж) фирмы, первостепенной следует рассматривать задачу управления качеством человеческих ресурсов, которыми обладает организация [4].

Качество человеческих ресурсов – это степень, с которой совокупность характеристик рабочей силы организации и ее организационной культуры выполняет требования, выдвигаемые внутренней и внешней средой при формировании конкурентных преимуществ [4].

Система управления качеством человеческих ресурсов организации торговой включает следующие элементы [4]: объект и субъект управления, механизм управления. Объектами управления качеством человеческих ресурсов организации торговой являются: реальная и потенциальная рабочая сила; организационная культура; виды деятельности, осуществляемые руководителями подразделений и менеджерами по персоналу, работниками HR-службы; инфраструктура рынка труда [4].

Субъектами управления качеством человеческих ресурсов организации торговой являются: реальный или потенциальный работник организации; орган либо лицо, осуществляющее управляющее воздействие на уровне организации; орган либо лицо, осуществляющее управляющее воздействие на государственном и муниципальном уровне власти и управления [4].

Как механизм управления качеством человеческих ресурсов организации торговой выступает специфический способ воздействия субъекта управления на объект, который включает в себя определенные формы и методы воздействия [4].