

Digital economy in the strategy of production integration in Russia

Economía digital en la estrategia de integración productiva en Rusia

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ABSTRACT:

The article formulates conceptual provisions that reveal the strategy of integration of production (IP) in the Russian economy. The logic of IP formation is justified as a socio-economic phenomenon contributing to the creation of an innovative, or "new economy". The foreign experience of the IP strategy and the patterns of the integrated structures formation that are to be taken into account in Russia's practice are disclosed. Functional strategies for the development of IP in the Russian economy are analyzed.

Keywords: integration of production, integrated business groups (IBG), competitive advantages, cluster integration.

RESUMEN:

El artículo formula disposiciones conceptuales que revelan la estrategia de integración de la producción (IP) en la economía rusa. La lógica de la formación de la propiedad intelectual se justifica como un fenómeno socioeconómico que contribuye a la creación de una "economía nueva" innovadora. La experiencia extranjera de la estrategia de IP y los patrones de las estructuras integradas. Se analizan las estrategias funcionales para el desarrollo de la propiedad intelectual en la economía rusa.

Palabras clave: integración de producción, grupos empresariales integrados (IBG), ventajas competitivas, integración de cluster

1. Introduction

V.V. Putin said: Russia has no future without a digital economy ("*Putin: Without a digital economy*", 2017). The Government of the Russian Federation of July 28, 2017, No. 1632-r, approved the Program ("*The Order of the Government of the Russian Federation*", 2017), which assumes that the digital economy (DE) is an economic activity, where the key factor in production is data in digital form, and it contributes to the formation of an information space, with regard to the needs of citizens and society in obtaining quality and reliable information, the development of the information infrastructure of the Russian Federation, the creation and application of Russian information and telecommunications technologies, as

well as the formation of a new technological basis for the social and economic spheres. The basis for the formation of CE is the integration of production in all forms of its manifestation, but to a greater extent in the formation of innovative territorial clusters. It should be recognized that in a market economy, the integration of production contributes to the quality of the workforce, to the increase of innovations, increase of competitiveness of managing subjects, to the increase in income and effective demand for goods and services to the expansion of international economic relations and attraction of foreign capital to the improving management effectiveness, both at macro and micro levels and, ultimately, to ensuring openness of the economy through the growth of an integrated information space.

2. Discussion

2.1. Conceptual Provisions for the IP Strategy Justification

In the twentieth century, the most important component of the economic development of both the national and the global system was integration. Integration (from Latin *integrum* – whole, Latin *integratio* – restoration, replenishment) means the unification, or interpenetration of any elements (parts) into a whole. From the standpoint of economic theory, integration can be viewed as a process of mutual rapprochement and the formation of interrelations between economic actors and between national economies of different countries. In the first case, it is economic, or industrial integration, carried out both at the national and transnational level, which in turn led to the formation of transnational companies. In the second case, it is interstate integration based on the implementation by these countries of a coherent interstate economy and policy exemplified by the European Union, the Union of Independent States, and others.

Recognizing the importance of integration at various levels of economic activity, the subject of our study is the economic relations between economic entities in the reproduction process concerning the creation of material goods on the basis of integration, which subsequently manifested itself as horizontally and vertically integrated, diversified and cluster structures. This is due to the following circumstances:

1. integration relations between economic entities are inherent in the reproductive process in a market economy;
2. on the basis of integration there is a replacement of the traditional extensive development of the economy for intensive or innovative development.

The concept of research on the integration of production boils down to the following algorithm:

Integration is the only form of ensuring a firm's competitiveness in the long run. Only as a result of integration is it possible to resist the onslaught of competitors, because the company being integrated is more stable.



To integrate, it is necessary to determine the way of integration that is adequate to the specific conditions of the company. Each way of integration in the given conditions is caused by a number of restrictions, including: the essence of business, key competencies, assets, infrastructure (fundamental development factors).



The choice of the optimal integration path at a given time, under these conditions, with these restrictions, is allowed on the basis of the concept of *marginal business efficiency*, i.e. evaluation of development effectiveness.



The rationale for the integration mechanism is the process of removing constraints within the limits of eligible costs or ensuring a balance within the three activities - innovation, operating and after-sales services.

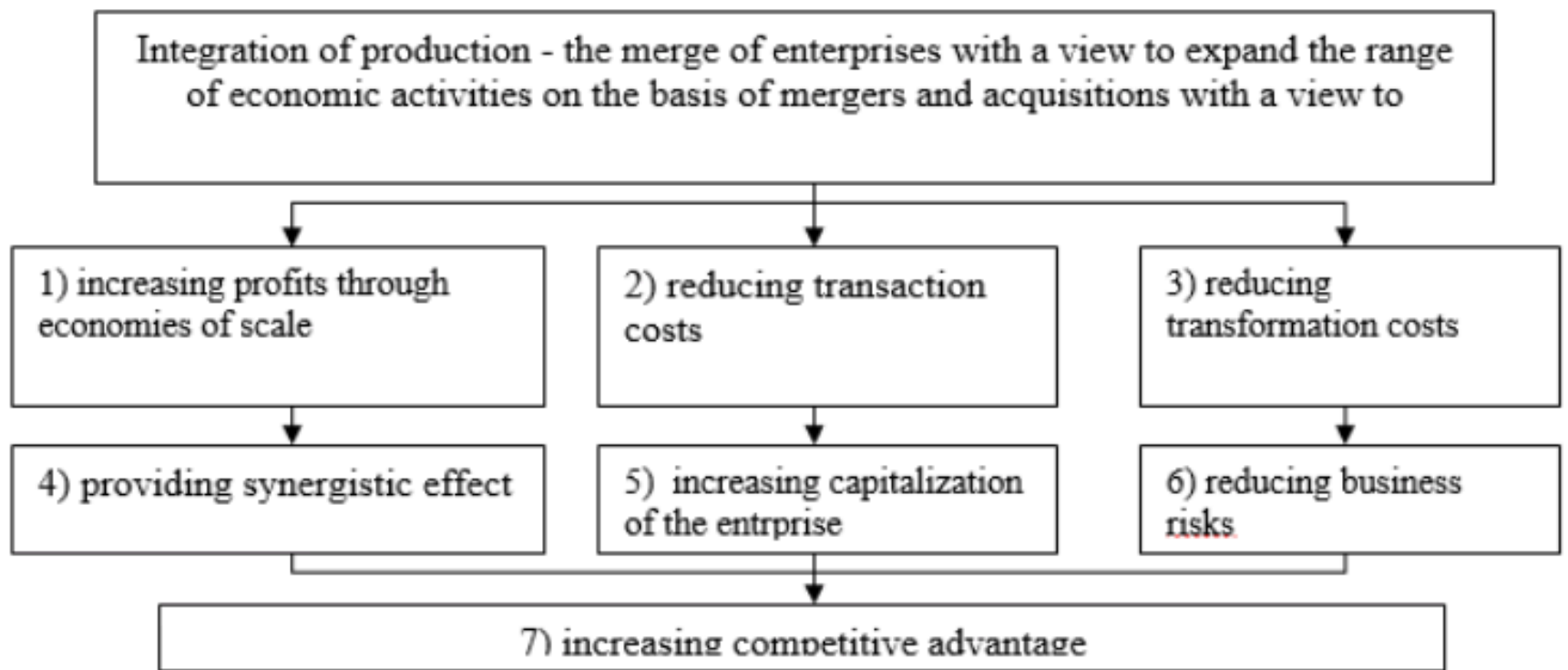
At the moment, there are several conceptual approaches to explaining the essence of integration in economic science. Most often, two approaches: neoclassical and institutional are considered:

- The neoclassical approach proposes to investigate integration from the point of view of increasing the scale of production ensuring an increase in profit;
- The institutional approach focuses on the evolution of rules of business behavior, i.e. institutions that contribute to improving the efficiency of business management and, accordingly, the growth of profits without additional costs. It focuses on reducing average costs by reducing the cost of market transactions in concluding contracts for the production and sale of the product as a result of their movement from the market system to the sphere of the company's functioning and, thus, maximizes profit.

Proceeding from the above-mentioned approaches, we consider it expedient to emphasize that the effectiveness of integration is diverse (Figure 1).

Figure 1

Effectiveness of the integration of production



Source: Prepared by the authors.

One of the values in the activity of integrated structures (IS) is the emergence of a synergistic effect (SE). Its essence lies in the fact that the new corporation arising after mergers and acquisitions (M & A deals) can use a number of advantages that appear only as a result of pooling of resources.

SE is the result of IP and, accordingly, the appearance of integrated structures (IS). IP managers should strive to take advantage of the synergies, that is, to seek resources and opportunities that complement and mutually reinforce their efforts. While these opportunities are not fully realized, the main business units of the company will not have any advantages over small independent firms. Potential synergies lead to an increase in the capitalization of the corporation. The capitalization of an industrial corporation is the market value of an enterprise and, above all, of its "net assets" (tangible / intangible). The main idea of managing the process of creating value is that the company's managers must constantly assess the market value of IP, which depends on a number of factors, in particular: profitability, demand for products on the market, the state of production equipment, availability of know-how, personnel qualifications, and choice of IP strategy. All managerial decisions when choosing an IP strategy should be directed towards achieving its main goal - maximizing the cost of IP.

2.2. Foreign Experience of the IP Strategy and Integrated Structures (IS) Formation Patterns, Expedient for Russia

The world practice of industrial integration in the conditions of globalization caused the following patterns of its development: firstly, the scale of production has significantly increased; secondly, the most important qualitative sign of integration is the permanence of not only technical and technological, but also institutional, managerial and cognitive innovations; thirdly, traditional transnational corporations (TNCs) take the form of integrated business groups (IBGs) that are capable of networking and highly effective interactions with other subjects of innovative relations. All this contributes to the unification of industrial, technical, technological, personnel, financial, intellectual potential of separate enterprises with the aim of achieving the strategic goals of their functioning and improving the management system, and observance of corporate conduct rules, especially in the context of social responsibility. In this aspect, it should be about optimizing the business by combining enterprises in IBG with the appropriate form of management, financial, marketing and innovation infrastructure in order to increase the competitiveness of the economy on the basis of the formation of a single economic space.

The logic of forming the integration of production, as a socio-economic phenomenon, contributes to the creation of an innovative, or "new economy", characterized by: high rates of renewal of production technologies or products; a great contribution of human capital in comparison with the material one; development of such sectors of the economy as

education, science (the production of fundamental knowledge), information technology and so-called intellectual services (consulting, information intermediation, analytics, marketing services). Western researchers (E. Toffler, F. Fukuyama, D. Bell, J. Naisbitt and others) believe that for most developed countries in the modern world, it is the innovative economy that provides the world economic superiority of the country that embodies it. At present, the development of innovative economy is discussed by the leaders of many countries: the USA, Western Europe, Russia, Finland, Israel, Sweden, etc.

Innovative economy is rapidly changing the face of modern business. Not only technological, but also organizational and managerial innovations (OMI) aimed at changing systems and methods of economic management are brought to the forefront. The emergence of IBG is the implementation of the OMI, which provokes further growth in the integration of production.

In the economic analysis of the strategy of an integrated company, it is worthwhile to identify common (fundamental) and specific (applied) principles. Ultimately, the strategy of integrating production, connecting individual elements into a single system leads to a synergistic effect, which is an increase in the effectiveness of integrated economic activity, i.e. creates something more than the sum of joint ventures. World practice shows that the timely implementation of strategic actions contributes to changing the current management style of each IBG.

The first position of integration is that the IBG portfolio should consist of portfolios of various enterprises (new, mature, etc.). A part of this strategy is to decide whether integration will be narrow (in a small number of industries) or broad (in many industries), and also how the company will be positioned in selected industries. After choosing a position, the integration strategy should focus on ways to improve the recruitment of these enterprises.

Decisions should be made to strengthen long-term competitive positions and, thus, profitability, as well as investments in joint ventures. A complete portfolio management plan usually includes a strategy of rapid growth in the most favorable enterprises, support for others, organization of restructuring in enterprises that are unpromising in the long term.

After making a decision on the integration of production, one of several alternative strategies should be selected. The task of developing alternative options for the integration of production is quite complex, since it is necessary to analyze many strategic directions. After making a decision to integrate the production of the corporation, one should choose one of several alternative strategies for integration. These include: the acquisition strategy, the creation of a new company or joint venture, i.e. strategy of introduction into new industries; strategy of related integration, unrelated integration strategy, liquidation strategy, restructuring strategy, reduction and restructuring of the investment portfolio, international integration strategy.

IP is often seen as a corporate-wide strategy, using a key potential competitive advantage over non-integrated business.

Currently, there are 3 basic approaches to the choice of integration procedure. The first of these, according to I. Ansoff, is based on the product / market matrix and is most successfully applied to growing organizations entering the market (Ansoff, 1957). This matrix provides for the use of four basic integration strategies: market penetration, market development, product development and diversification (Figure 2).

Figure 2
Ansoff's matrix

Market type	Old market	Emerging market
Old goods	Improvement of activities	Market development strategy
New goods	Commodity expansion	Diversification

Source: Prepared by the authors.

The choice of a competitive strategy depends on the degree of saturation of the market and the ability of the enterprise to constantly update production. According to M. Porter, competitive strategies are based on two theoretical postulates: "the five forces of competition" and the "value chain".

Five forces of competition determine the level of profit in the industry. These include: the penetration of new competitors, the threat of the emergence of substitute goods produced on a different technological scheme, the capabilities of buyers, the capabilities of suppliers and the competition between companies that have already become established in the market.

M. Porter's chain of values is the added cost which arises at each stage of managing. At the same time, it is recognized and paid for by customers. It is known that the higher the difference between the evaluation of the value of the created product and the costs of its creation, the more profit the enterprise will receive. M. Porter grounded principles of creation of competitive advantages of the enterprise. General competitive strategies (according to M. Porter) are three types of actions aimed at obtaining an enterprise competitive advantages (Porter, 1980) (Figure 3).

Figure 3

Three types of actions aimed at obtaining competitive advantages by the enterprise

(1) Costs reducing leadership (the company's desire to become a producer with low costs). As a rule, these advantages are obtained through the sale of standard products, when goods of mass demand are produced and sold, and when the enterprise has strong distribution channels.
(2) The enterprise's striving for uniqueness in the product itself, delivery methods, marketing conditions or some other factor.
(3) Focusing on choosing such a segment of the market that the company is able to service more efficiently than its competitors can. At the same time, focusing usually refers to either achieving advantages in the field of cost reduction, or in enhancing product differentiation.

Source: Prepared by the authors

For clarity, M. Porter's basic strategies are presented in the matrix for choosing basic competitive strategies (Figure 4).

Figure 4

The matrix of choice of basic competitive strategies (M. Porter)

Leadership in reducing costs	Leadership in product differentiation
Particular attention to reducing costs	Particular attention to product differentiation

Source: Prepared by the authors

2.3. Analysis of Functional Strategies for the Development of IP

The basic IP strategy, according to the researchers of this problem, should be supported by functional strategies. The latter specify the chosen trajectory in accordance with the main lines of business of the enterprise, ensuring the achievement of the main goal set by management.

Functional strategies of IP are developed by the relevant units. Due to their purpose and specific activity, the various services of the company have their own vision of achieving the set benchmarks, therefore the strategies they develop do not always "fit in", and sometimes simply contradict each other. The art of the enterprise manager is precisely to force the

functional divisions to balance their growth points and, thus, to coordinate the strategies they develop.

In spite of the universal nature of the basic and functional strategies, in our opinion, it is necessary to highlight the marketing and organizational and management strategies for the development of IBG. A marketing strategy is a strategy based on a comprehensive market research: the study of competition, prices and pricing policies of competitors, market segmentation, analysis of terms of trade, advertising, marketing and service requirements, taking into account the external and internal environment in which the enterprise operates. This approach provides a choice of production of the type of product that is suitable for diversifying the production of the enterprise.

The choice of marketing strategy, based on the concept of consumer behavior, focuses on the following provisions (Table 1).

Table 1
Marketing strategy main provisions.

Marketing strategy					
Key strategic efforts	Search for a niche in the market	Market development	Strengthening position in the market	Defending your niche in the market	Reducing costs
Marketing research costs	Growing	High	High	Stable	Low
R&D	Biggest	Finalization	Improvement	Modernization	Search for new projects

Source: Prepared by the authors

In fact, we are talking about the need to estimate the financial consequences of marketing decisions. At the same time, brand positioning should be understood as a strategic compass, according to which it is necessary to compare the estimates of all programs and projects affecting the interests of the consumer. Who controls the dialogue with the consumer, also controls the process of brand positioning.

The fact that there are a great many definitions of a business strategy underlies a rather wide variety of paradigms of international strategies. They are based on the basic conceptual approaches to the analysis of enterprise competitiveness, among which there are product, resource, sectoral, institutional approaches (Nosova, Odintsov, Novichkov, Bondarev & Makarenko, 2017). At the same time, marketing strategies occupy a special place in the development of business, in particular, of course, as they define the ideology of its development and set (in accordance with the definition of international and global marketing) the type of business technologies and the form of international business transactions.

SWOT analysis is the most popular marketing tool for strategic analysis, which in the course of strategic planning allows analysts to compare the strengths and weaknesses of the company's marketing microenvironment with the chances and threats to the business. The result of SWOT analysis, ultimately, is an assessment of the company's competitive position in the market (*Putin: Without a digital economy, Russia has no future, 2017*). In other words, the marketing strategy requires improvement of the organizational and management strategy of the IP.

Organizational and management strategy is an IBG strategy that provides end-to-end control over business activities, which allows it to increase the competitive advantages and

profitability of all joint ventures, to ensure consistency in the adoption of a whole range of short-term, medium-term and long-term management decisions. It facilitates the reorientation of the overall strategy of enterprise management to corporate strategy - the strategy that forms the organizational and legal forms of IBG.

The presence of strategic paradigms is due to the logic of thinking of the top management of the company and the logic of strategic analysis, respectively. The most interesting for the company is the competitive marketing strategy, the main task of which is the development and implementation of the marketing strategy of the corporation, which allows creating and / or strengthening and then exploiting its competitive advantage. It is known that there are opportunities for sufficiently effective competition between companies of different classes: for example, global, multinational and local.

Principally, while developing various strategies, practically any company (large, medium, small business) has the opportunity to find its own market place, where it is possible to exploit the competitive advantages available to it. According to the world classification, competitive international marketing strategies are divided into:

- basic;
- confrontational;
- cooperative;
- innovative;
- imitational.

By creating a strategic alliance, the company is able to use the power and capabilities of a large corporation. Operational decisions taken within the framework of cooperative strategies aimed at combining their assets in the most beneficial way for both parties (e.g., finance, market access, land ownership, production equipment, technology, professional experience and intellectual property) are usually reduced to creation of the following three organizational and legal forms:

- a contractual joint venture;
- joint-stock joint venture;

partnership. The latter, which is very popular in international business, is known initially in such forms as a consortium, an agreement on cooperation and a strategic alliance.

The popularity of the partnership in the form of strategic alliances is based on the following characteristics:

- small direct foreign investments (or their absence) from partners;
- the creation of small joint management groups for individual business functions:
- intracorporate exchange of personnel;
- intensive development of intracorporate communications of all types (material, financial, information);
- long-term obligatory relations of the parties.

Imitation strategies are directly connected with innovative strategies; these practices are typical not only for a number of international companies, but even for the development of international business of entire nations (for example, South Korea, Taiwan, and much earlier - Japan, now China). Imitation strategy presupposes observation by simulation companies of the reaction of the market to innovative products. The activity of simulation companies is closely connected with innovation companies and is divided into several types:

- falsification, or commodity piracy,
- theft, or cloning;

creative adaptation;

technological leapfrogging, or jumping over;

interindustry adaptation.

The organizational forms adopted by integration in Russia include several options: the formation of financial-corporate groups; separation of units into independent business units; creation of new divisions at existing enterprises; transformation of previously formed holding structures and conglomerates by type of investment funds; the creation of companies of a holding type through mergers and acquisitions. For example, the holding has become a most widespread form in Western Europe (especially in Germany). The most striking example of a Russian diversified holding company is Gazprom. Priority areas for integrating production in Russia include: the development of integration relations in high-tech industries; creation of joint structures in the field of information support of economic growth; formation of integrated organizations in the sphere of reproduction of intellectual property objects and creation of "transnational non-material assets".

2.4. Evaluation of the Role of IP as a Factor of Innovation Growth and Competitiveness of the Russian Economy

In the context of a post-industrial economy, which uses innovations as the main resource of development, the innovation sphere ceases to be isolated from other spheres of society's activity and increasingly determines economic progress. The innovative component is no longer the IP satellite, but turns into its indispensable condition. As a result, the development and implementation of innovations becomes central (from the point of view of the effective functioning and development of the national economy) and an ongoing process, which allows us to take a fresh look at the process of integrating production. If at the industrial stage of economic development, it was a process of continuous resumption of production and distribution of the product, in the conditions of the post-industrial economy it is transformed into a continuously renewed innovation process.

Within the framework of market and non-market forms of management, the following ways of influencing IP on the growth of innovation and competitiveness of the Russian economy are substantiated:

development of "transnational discourse" with a view to the joint reproduction of the latest knowledge and products;

creation of transnational corporate research universities as the basic structures of the global knowledge economy;

optimization of economic interests while ensuring the "integration" content of public-private partnership in the sphere of domestic high technology production;

elimination of institutional obstacles in the implementation of foreign direct investment programs in promising domestic innovative projects.

The competitive advantage of a modern company is the fastest supply of customers with new information services and goods that will shape the markets of the future. Maintenance of competitive advantages is determined by concentrating efforts on core competencies in a limited area of the market and technologies.

In short, there are several directions for the growth of competitive advantages for the Russian economy on the basis of improving the IP:

Activation of innovative activities of Russian companies. On the basis of the "spill-over effect" and closer contact with consumers and other companies, opportunities arise for the creation and dissemination of new ideas and technologies among members of integrated structures and beyond, which, in turn, contributes to the growth of value added and production orientation for the production of high-end products of final consumption;

Increasing the investment attractiveness of the country as a whole, which is due to the high level of investor confidence in developed network structures (compared to individual small companies), as well as the availability of guarantees and benefits to investors by the state in case of its participation in integration initiatives;

Acceleration of the pace of creation and development of a new business. New companies have the opportunity to develop in more favorable conditions through the establishment of ties with partners within the framework of integrated structures;

Formation of a closed cycle (and a chain of added value growth) within the country, thanks to the creation, in the framework of the integration of production, of previously missing links;

Training of employees of organizations - participants of integrated structures.

Improvement of directions and forms of integration of production contribute to the growth of breakthrough (radical) innovations, and opens up wide opportunities for building a competitive Russian economy. In particular, this is facilitated by the formation of innovative territorial clusters (ITCs).

As Russian economists rightly say, now, in order to build an innovative and competitive economy for modern Russia, "it is necessary to build innovative territorial clusters". (Nosova, Sorokina, Afanasyev & Zvezdichev, 2017) The main task of the cluster organization is to overcome innovative gaps, i.e., it is about establishing internal interaction within the cluster (business science / education-authorities) and in the cluster's relationship with external environment (cluster-global market)." (Nosova, Mackulyak, Zvezdichev & Nagdaliev, 2017) Clusters are a network of firms and related organizations that enter into interactive cooperation at various stages of the value chain.

New relationships within the cluster stimulate innovation, since

There is a free exchange of information;

The rapid spread of innovation through the channels of suppliers or consumers who have contacts with numerous competitors;

New ways of achieving competitive advantages are being developed;

Enterprises within the cluster gradually overcome disunity, inertia and isolation on internal problems, which has a beneficial effect on the growth of their technical level and competitiveness.

Enterprises within the cluster are directed, first of all, on development of competitive advantages of the national economy at the expense of the forces of domestic enterprises.

Organizations, united in a cluster, "get attached" to each other, they co-work, thus developing the domestic market and providing access to the world level.

The main distinguishing feature of the cluster is innovative orientation. Innovation is the highlight of the cluster. Relying on the breakthroughs in the scientific and technological sphere and the intellectualization of the main factors of production, the developed countries that adopted the policy of clustering their economies were able to ensure GDP growth in the range of 75 to 90%.

Another feature of clusters is spatial location. Unique competitive advantages are formed not at the national level, but at the level of specific businesses operating in the regions where a high concentration of interrelated industries is possible.

The essence of ITC formation lies in the formation of a new management paradigm, the substantive basis of which is the transition from sectoral to territorially-oriented management. The birth of a new management paradigm is due to the rapid intellectualization of business processes and the labor factor caused by this elevation in modern business. These circumstances necessitated a rethinking of the criteria for the success of entrepreneurs in modern business, primarily from the position of forming a digital economy.

2.5. Digital Economy as a Driver of Economic Growth

Digital economy creates a new digital space and gives access to a significant amount of data to numerous participants in the global economic space. Formed "big data", along with technologies, become one of the leading assets of the state, business and civil society. Moreover, the development of national programs for the development of the new generation economy is underway, including issues of the development and introduction of high technologies, the analysis of "big data" and forecasting, the introduction of new management methods. The task of strategic importance is not only achievements in the context of the socio-economic well-being of states, but also as a condition for maintaining sovereignty against the backdrop of globalization and the implementation of digital development programs by other participants in the world market.

In his message to the Federal Assembly of December 1, 2016, the President of the Russian Federation proposed "to launch a large-scale system program for the development of the economy of a new technological generation, the so-called digital economy", in the implementation of which it is necessary "to rely on Russian companies, scientific, research and engineering centers of the country". Since in the new economy electronic technologies and services become key factors, as well as digitally presented volumetric, multidisciplinary data, processing and analysis of which allows, in comparison with traditional forms of management, to significantly improve efficiency and quality in the production and consumption of goods, works and services, as well as in management procedures, those countries whose economy is based on the most advanced electric power have a competitive advantage technologies and services, including "big data" analysis technologies and prognostic technologies.

In this respect, digital economy can be regarded as a phenomenon of cluster integration. One of the values in the activity of cluster structures is the actual creation of a digital platform.

Digital platforms set new professional standards, develop competition and form dynamic ratings of industry participants.

Structuring of huge data flows and processes in the industry makes it possible to apply algorithmic regulation and greatly simplifies the tasks of analysis and synthesis of value chains. The digital platform that emerges after mergers and acquisitions (M&A transactions), understood as an effect of an IP, contributes to:

- Productive capacity growth;

- Replicating the results of R & D and investment projects;

- Expansion of controlled markets, which makes it possible to minimize the costs of market promotion of new products, as well as reduce transaction costs due to the growth of contracts and their better realizability in the pooling of assets;

- Introduction of operations associated with the reduction of sales costs and the growth of production due to the acquisition of complementary products, as well as:

 - increase opportunities for the formation of a system solution;

 - qualitative improvement of general management in terms of its restructuring into strategic management;

 - sharing of trademarks, brands, patents, licenses, the availability of ample opportunities for franchising;

 - increase the elements of the information infrastructure in the form of new channels of communication and telecommunications;

 - increasing the opportunities for obtaining syndicated loans and their collateral;

 - conducting strategic marketing and marketing research;

- increase the opportunities for protecting the economic interests of the group members in state and legal bodies.

All of the above properties of digital platforms can help to solve pressing social and global problems, simplifying the communication between science and business, the state and civil society, increasing productivity, creating new opportunities for entrepreneurship and work, obtaining education and constantly increasing and expanding professional qualifications, allowing to take into account the special needs of socially unprotected groups, creating new opportunities for socially significant scientific research and mitigating the risks of climate change, shortages of drinking water and food, energy shortages, etc. The digital economy is thus an important lever of economic development, offering innovative solutions to global problems, increasing the efficiency of administrative decisions and promoting active business and civil society participation in shaping the country's economic well-being.

3. Conclusions

As a result of research into the evolution of conceptual approaches to the justification of the IP strategy in a market economy, the following new concepts have been developed:

The concept of synergistic effect, meaning that through integration it is possible to combine the efforts of economic entities into a single mechanism and systematically organize the interrelated action in such a way that the resulting final result exceeds the effect of disparate actions; such a result is due to the "game of forces" of joint ventures in the process of their continuous interaction.

The concept of growth of innovation and achievement of competitive advantages. The competitive advantage of a modern company is the fastest supply of customers with new information services and goods that will shape the markets of the future. Maintenance of competitive advantages is determined by concentration of efforts on improvement of directions and forms of integration of production.

In general, the identified mechanism for implementing the IP creates the necessary basis for further research and solving practical problems in the development of the Russian economy for the future, in particular, the creation of a digital economy based on cluster integration.

Digital economy creates a new digital space. It opens access to a substantial body of data to numerous participants of the world economy. At the present time, it is proposed to consider integration from the perspective of new public relations emerging in the CE system using electronic technologies, electronic infrastructure and services, technologies for analyzing large volumes of data and forecasting in order to optimize production, distribution, exchange, consumption and increase the level of socio-economic development of Russia.

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