



# Developing Entrepreneurship in Russia

Association of Entrepreneurship Development “SKOLKOVO Community”  
and Moscow School of Management SKOLKOVO

EFMD Excellence in Practice Awards Competition



# EXECUTIVE SUMMARY

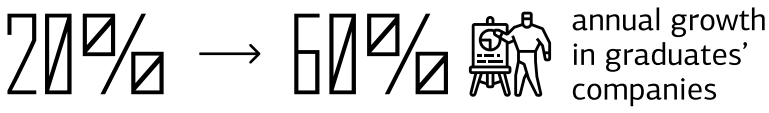
In 2013, the Association of Entrepreneurship Development ‘SKOLKOVO Community’ and the Moscow School of Management SKOLKOVO came up with a comprehensive education programme for SME entrepreneurs, named “Practicum”.

The goal of the programme was to create an educational space where entrepreneurs who are faced with the problem of creating a growth spurt for their companies can rethink their entrepreneurial framework and find a way of scaling up their businesses. Entrepreneurs committed to growth are provided with the tools to enable them to achieve their objectives. The programme has become a part of a new ecosystem created by the Association to support innovative entrepreneurship projects.

In the last 7 years (2013-2020), a total of 693 SME owners and CEOs have undertaken the programme, comprising entrepreneurs from 75 cities and 10 countries. Together we analysed what the future might hold for most of the industries that exist in Russia and its neighboring countries and provided a rich knowledge base and set of tools for

entrepreneurs developing and aiming to scale up their own ventures. Of course, not all growth spurt projects were immediately implemented after the programme ended as some entrepreneurs preferred to wait for the best market opportunities. However, the overall outcomes have been very positive: 83% of participants started a new business after completing the programme; and 34% of participants started a new business direction. It has also been noted that the turnover of our graduate companies has increased on average from between 20% and 60%<sup>1</sup>.

THE ENTREPRENEURIAL FRAMEWORK combines:  
1. the entrepreneur’s vision of the future; 2. a cost-effective, scalable and reproducible business model; and 3. the personal goals and values of the entrepreneur, that, together with the existing market opportunities, create a situation in which he or she begins to make efforts to implement his or her growth spurt idea.



<sup>1</sup> Based on the results of a survey among 175 graduates (25% of the total number of the programme's graduates) held in September 2019