

## **ORGANISATIONAL COACHING TOOL – PP 09 RIGA PLANNING REGION**

### Context

Work package 2. **Enhancing RIS3 capacity and delivery via specialists**

Group of Activities 2.1 **Build up organizational capacity with specialists**

Output title **16 organisational coaching tools**

### Output description (according to Project Application)

*The tangible product of the 16 “organisational coaching tools” differs between the partner organisations because the learning processes are very organization specific. Some use diaries as way of documentation method for the lessons learnt from the RIS3 processes; others use files for checking up which parts of the RIS3 are relevant for the tasks of the partner organisation. From the organisational coaching tools there will also be derived templates (e.g. for the diaries or files) to ensure that the newly developed tools can be transferred to other similar organisations and be delivered in different surroundings. The RIS3 specialists who will be developing the organisational coaching tools are also responsible for the mobilization processes and the feedback to regional authorities (Groups of Activities 2.2 and 2.3) and thus act both as catalyst for innovation and expert for improving strategies.*

### Target Group and the use of the Main output (according to Project Application)

*Due to the organisational coaching tools the relevant members will be equipped with more knowledge about the RIS3 and its implementation possibilities as well as contacts to the regional authority (strategy owner). The target group will use this to better work with the end users, i.e. companies and innovation actors, because the project partner organisations can better consult the end users and catalyse their potential for innovation.*

*The RIS3 specialists thus change the behaviour of the target group participating partner organisations thereby leveraging institutionalized knowledge, which leads to more sophisticated actions. The different project partners make use of the enhanced capacity very organization specific but for all the activities lead to a better understanding of RIS3 processes and implementation opportunities. The target group thus will be enabled with these continuously leveraged capacities to take actions, e.g. that can result in better initiating and managing projects in the priorities or horizontal actions of the S3 as well as to utilize the action plan.*

### Title of the organisational coaching tool

**Interactive RIS3 Analytical On-line Platform of Riga Planning Region**

## Summary

EmpInno partner Riga Planning region is a Smart specialization strategy implementer and its primary target group for the organizational coaching tool thus consists of the “*internal members of the organization*”. However, given the fact that the region is functionally a second-tier municipality whose task is to co-ordinate regional development processes in the fields of regional planning and support to entrepreneurship and by doing so it co-operates with 30 local municipalities and other external stakeholders, there is also a strong external dimension.

The Interactive RIS3 Analytical On-line Platform of Riga Planning Region that was developed as part of the EmpInno project activities in Riga Planning region comprises and demonstrates data and other information that relate to the implementation of the Smart specialization strategy, provides for better understanding of the existing ecosystems and allows for further analysis of the RIS3 processes in the region. The platform provides an informative basis and some in-built analytical mechanisms that allows spatial mapping of various socio-economic phenomena. Mapping of the added value of all companies whose products or services are produced within the branches that constitute the priority sectors of the Latvian Smart specialisation strategy was chosen as a pilot activity.

The newly developed tool serves as an assistant to regional and municipal staff members working in the RIS3 field, for instance, development planning and entrepreneurship officers. The integration of the tool into the organisation’s daily routine enables regional and local RIS3 specialists get better equipped with more practice-related knowledge about the RIS3 and its implementation possibilities on the local level. The platform also helps them obtain, improve, and retain the skills and knowledge needed to execute their duties properly and competently. In order to popularise the platform and ensure quick access, it will be placed on the internet page of Riga planning region. Other activities related to the dissemination of the organisational coaching tool include regional RIS3 seminars and discussions.

EmpInno partner budget positions linked to this output: “Data collection and analysis on RIS3 implementation in Riga Planning Region” and “Organisation of 4 local RIS3 seminars”.

## Objectives, rationale and communication

The organizational coaching tool – “Interactive RIS3 Analytical On-line Platform of Riga Planning Region” was developed bearing in mind the following objectives:

- it should increase visibility and knowledge of the concept of smart specialization;
- it should raise awareness of the significant role of smart specialisation in the development of the region;
- it should increase knowledge about the implementation of the Smart specialization strategy of Latvia in the territory of Riga Planning Region;

- it should provide a base for further analytical studies on the implementation of RIS3 in the region and allow for the feedback from all involved parties;
- it should widen the comprehension of the location of those economic activities that are crucial for the formation of the RIS3 ecosystems and creation of clusters of economic activity within the priority sectors or branches;
- it should be able to demonstrate the benefits of development projects that are based on innovation and the co-relation between the successful implementation of the RIS3 and the actual economic growth by location;
- it should promote and assist the dissemination of good practices.

### Main target groups

The most important target group are *public institutions* that are related to the implementation of the RIS3 strategy - central, regional and local authorities, especially municipal entrepreneurship development divisions or individual officers – in an attempt to raise their awareness of the significant role of smart specialisation in the development of the region.

*Entrepreneurs* are the ones that bring the RIS3 strategies to economically viable contexts and therefore they constitute another important target group, especially those who operate within the framework of priority sectors of the Smart specialization and form the economic base of local communities.

*Non-governmental business support institutions* that are directly or indirectly related to innovation activity and stimulate the emergence and growth of companies who are able to produce innovative products or services. This target group includes technology and industrial parks, business incubators, chambers of economy and commerce, business associations, and other institutions that have been founded to favour the development of entrepreneurship.

*Regional research and academic institutions* that offer research and development, education, technology transfer and knowledge services for enterprises operating in the region.

### Background and justification

According to the “*Law on Regional Development*” of Latvia, the planning regions function as derived public authorities responsible for development planning and monitoring on regional level. There are 5 planning regions in Latvia that can also be viewed as platforms for cooperation of local municipalities. The most important responsibilities of the regions include elaboration and monitoring of regional development planning documents, cooperation with local municipalities located in the region and the promotion of entrepreneurship. Riga planning region is by far the largest planning region in Latvia by both population and the amount of economic activity – there are 30 local municipalities located in the territory of Riga Planning Region, including the

capital city Riga, and the region produces about a half of the national Gross domestic product.

In Latvia, there is a single nation-wide Smart specialization strategy that was elaborated by the Ministry of Education and Science and its stakeholders - other state ministries, agencies, associations / chambers of commerce and research institutes. It is the national strategy owner that has ensured the public participation process and held consultations with major stakeholders before the RIS3 strategy was approved. The monitoring is also being done by the Ministry and it does not include a clear regional dimension, which necessitates that the regional and local actors elaborate their own tools and mechanisms that could possibly assist planners and economic analysts on a regional and local level and also help to achieve one of the most important goals of EmpInno to deliver the RIS3 approach to medium-sized cities and regions.

Riga Planning region, being a regional authority, is a Smart specialization strategy implementer and its target group for the organizational coaching tool thus consists of the “*internal members of the organization*”, however, given the fact that Riga Planning Region is a regional municipality whose primary task is to co-ordinate regional development processes through cooperation with local municipalities, the approach used is also somewhat “*external*”.

#### Description of the Organisational coaching tool

In order to better understand the ongoing economic processes of change and also to market the Riga region both on the national scale and internationally, the regional administration has decided to elaborate, sustain and update an interactive spatial platform that contains spatially adjusted data on the growth potentials and economic development trends in the region. As the initial financing comes from the EmpInno project, the analysis and mapping of the RIS3 priority branches was given special attention and chosen for the first round of analysis.

**The strategic objective of the tool is to strengthen the organisational capacity of RIS3 specialists, planners and economists and help them in their decision-making because proper understanding and use of data helps to identify certain growth areas or, alternatively, places that might require additional support.**

To achieve it, in 2017 the Region detailed the terms of reference for the elaboration of an interactive RIS3 analytical on-line platform that allows for further analysis of the processes of change in the region. When it was done, the Region approached and contracted one of the leading Latvian consulting companies with expertise in development of geographic information systems – “*Jāņa sēta Map Publishers*”.

At current stage of development, the platform provides for a cartographic base and some analytical tools that map the added value of all companies whose products or services are produced within the branches of regional economy that constitute the priority sectors of

the Smart specialisation strategy of Latvia and provides an outlook for the spatial patterns of RIS3.

The analytical platform describes the value added by all active enterprises whose yearly turnover exceeds 150 000 EUR by their actual location, sector and the amount of value added.

Such an approach helps to explicitly demonstrate the actual contributors to the regional economy, illustrates the location of real clusters of economic activity, indicates current strengths and weaknesses of the existing RIS3 ecosystems and ultimately helps to develop suggestions for certain sectoral growth policies on regional and local level, as well as allows to search for correlation between the location of value added and other processes of change. Information on the added value of local companies allows to better identify the actual “weight” and the ecosystem – forming role of these clusters rather than focus only on the number of enterprises, which could, at times, provide misleading or extorted information.

It should be understood, however, that the analysis of the value added by the companies that work within the priority sectors of the national RIS3 provides just for the initial information. Given the uniform cartographic base, it becomes possible to develop, map and mutually compare various socio-economic phenomena on different layers or mix them, if required. From the organisations’ perspective, the strategic goal is to develop this platform as a spatial basis for the development of a comprehensive database that contains various layers of information.

In addition, although the development of a comprehensive data platform would require larger funds and more in-depth analysis, it can be upgraded over time as new amounts of financing are available and as demand for other types of spatial-economic analysis emerge.

There are five priority branches of the Smart specialization strategy of Latvia that have been mapped and analysed: 1) bioeconomy, 2) biomedicine, medicine technologies, biopharmaceuticals and biotechnologies, 3) information and communication technologies, 4) smart energy and 5) smart materials, technologies and engineering systems.

All enterprises have been classified in accordance with the European NACE codes and the respective branches were selected and bunched so that they comply and fit into the broader notion of the five priority sectors of the Smart specialization strategy of Latvia. The industries mapped:

- 1) Agriculture, including crop production, cattle / dairy farming, pig farming, poultry farming, other farming, forestry, fishing industry;
- 2) Manufacturing, including quarry industry, food production, light manufacturing, woodworking and furniture production, printing and paper manufacturing, chemical

industry, pharmaceutical manufacturing, production of building materials, mechanical engineering and metal industry, electronics and other manufacturing industries;

- 3) Energy engineering;
- 4) Information and communication industry, including publishing, telecommunication, computer programming and information services.

It is technically possible to view a number of data layers simultaneously thus allowing to compare the value added by all companies in several industries, irrespective of the type of commercial activity. For instance, one can get a picture that demonstrates forestry (agriculture) and woodworking or furniture production (manufacturing industry) at the same time.

In autumn, 2018 Riga planning region has started a series of informative regional seminars that would focus on each of the RIS3 priority sectors and include in-depth discussion of the implementation of the Smart specialization strategy in the region and a review of the EmpInno experiences. These seminars are intended as a project wrap-up activity that cover a number of lessons learned throughout the implementation of the EmpInno activities in Latvia, for example, the progress in the implementation of the RIS3 in the region will be demonstrated to the representatives of the major target groups, the results of research studies discussed and the organisational coaching tool - “Interactive RIS3 analytical on-line platform of Riga Planning Region” – will also be demonstrated and all interested parties will be given access to the interactive system so that they can use it both for analytical purposes and distribute it to other interested persons via their own channels thus ensuring wider recognition of the tool and enabling replication of the EmpInno results.

**In summation, although the organisational coaching tool developed by Riga Planning Region can be better described as a descriptive, informative or analytical tool rather than an “organizational” coaching tool, it still contains a significant organisational component because it fits well into the broader RIS3 organizational process in Riga Planning region, enhances our knowledge of RIS3 and thus corresponds well to the definition of the organisational coaching tool as described in the EmpInno application. Another important aspect is the transferability of the tool given its “tangible” nature. Thirdly, the tool can be put in a dynamic framework and updated or complemented over time.**

#### On-line Access to the Organizational coaching tool

Access to the Interactive RIS3 Analytical On-line Platform of Riga Planning Region:

<https://rprdev.kartes.lv/index.php>

username: *pievienotavertiba*

password: *vertiga*

Interactive platform best viewed with *Google Chrome* internet browser.

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