

## ORGANISATIONAL COACHING TOOL

### Tartu Science Park Foundation/PP10

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#### 1. Introduction and objectives

Tartu Science Park (TSP) has for more than 25 years been leading business innovation and regional development activities in South-Estonia by working closely together with universities, public and private sector. Due to our experience in area of regional development we undertook the compilation of regional RIS3 strategy „Southern Estonia Smart Specialization Strategy“ in 2014. By mandate of one our founders and local public authority, Tartu City Government, TSP was obliged and funded to support the implementation of abovementioned regional RIS3 during 2014 - 2016.

Today, we have officially one national level RIS3 document and no binding regional RIS3 strategies although in their daily activities consortium behind compilation of regional RIS3 strategy considers as much as possible key sectors & actions indicated in mentioned strategy. Regional authorities and stakeholders have seen our regional RIS3 strategy as valuable document and have expressed their willingness to see it updated, implemented and further developed.

Thus, regional implementation of the smart specialisation strategy (RIS3) is seen as important process.

According to the experiences of Tartu Science Park, project partner in the Emplnno project, the implementation process needs to be well communicated both inside the organisation and among external stakeholders.

Therefore, organisational coaching tool (OCT) developed by TSP aims to be both **internal and external** at the same time. **OCT developed by TSP is SPARKDemo showroom**. Reader will be able to find details in further chapters.

Main goal of OCT is to keep both own staff and external stakeholders up-to-date about the specification of smart specialisation areas and eco-systems and developments in defined key areas of RIS3.

#### 2. The RIS3 Strategy in South-Estonia region

As mentioned above we have one national level RIS3 document which entails in itself South-Estonia and one on regional level tailored for South-Estonia.

**RIS3 document:** Document: „Smart Specialisation – Qualitative Analysis“ on national level (February 2013) and „Southern Estonia Smart Specialization Strategy“ (May 2014) on regional level.

**Source of financing:** the smart specialisation measures are divided between two ministries – the Ministry of Economic Affairs and Communications and the Ministry of Education and Research. The financial resources (142 million euros) are divided between six actions:

1. Technology Development Centres
2. Competitiveness in Export Markets: Clusters
3. Startup Estonia initiative (<https://startupestonia.ee/>)
4. Public Sector Innovation: Procurement
5. Support for Applied Research
6. Qualified labour: Scholarships in smart specialisation areas

In addition, more resources are raised from international programmes (e.g. Horizon 2020) and from the local level (resources from the budgets of local governments).

As a good example, compilation and implementation of first stage of regional RIS3 strategy „Southern Estonia Smart Specialization Strategy“ was funded jointly combining funding from local municipalities led by Tartu City Government, EU resources from INTERREG IVC programme and from resources of consortium organizations such as Tartu Science Park.

### Strategic goals

- Talent creation and attraction, retention of talent – smart jobs in the region
- Cluster, competence & technology centres development in focal sectors
- Building bridges between support organisations and enterprises
- Developing innovation system and infrastructure of the region

### State of the strategy

**Financing** – EU projects to keep the process going.

**Action plan** – County Development Centres & Competence Centres focus on focal sector development.

## 3. The Organisational Coaching Tool (OCT)

### Internal Organisational Coaching Tool

OCT developed by TSP is SPARKDemo showroom. It operates both as internal and external coaching tool. We will describe below essence of SPARKDemo and how it is utilized as OCT.

Tartu Science Park has established SPARKDemo showroom in September 2016 as an information and demo centre for the businesses in the South-Estonian region. The aim is to promote cooperation across all facets of quadruple helix: B2B, B2C, between public and private sector, private sector and academia (and other R&D&I institutions) etc. To share information and demonstrate the strengths and uniqueness of the region and serve as a contact point between interested parties domestically and abroad.

Integral part of SPARK Demo since its establishment has been the focus on **regional RIS3** by representing smart specializations fields of Tartu and South Estonia, which are:

- ICT and electronics
- Health tourism and biotechnology
- Wood houses
- Dairy industry

It is noteworthy to understand that companies chosen by TSP to be represented in SPARKDemo should ideally fall under regional RIS3 key areas. While selecting companies to SPARKDemo, TSP strongly prefers companies active in RIS3 areas.

Today, 31 out of 41 SPARKDemo showcases are coming from regional RIS3 industries.

## How SPARKDemo operates as internal organisational coaching tool?

SPARKDemo activities include:

- Bi-weekly information meetings (attendants are all TSP staff members responsible for business development, management and regional development), where responsible RIS3 specialist within TSP informs other staff members about RIS3 related developments;
- monthly face-to-face meetings with internal & regional stakeholders where TSP's RIS3 specialist involves other staff members;
- intranet and newsletters;
- thematic seminars 3-4 times per year and
- everyday use of virtual tools (Trello, Skype and Slack) which have proven to be great information sharing platforms as RIS3 document in its essence is living document and RIS3 activities are constantly changing and evolving;

For example, Slack is a place where the team comes together to collaborate, and important information can be found by the right people and Trello is a productivity platform that has everything necessary to organize projects.

Picture from SPARK Demo centre of representation of regional RIS3 areas:



## How SPARKDemo operates as external organisational coaching tool?

Activities in SPARK Demo showroom regarding RIS3 involve:

- SPARKDemo staff and TSP RIS3 specialist are introducing RIS3 to showroom visitors from across globe and communicating regional RIS3 and its developments on regular basis;
- Events, seminars, workshops, etc. are organised at SPARKDemo both by Tartu Science Park and our partners dealing with RIS3 development and implementations:
  - Tartu City Government as one of financing bodies and one of key beneficiaries of SPARKDemo activities gives guidance in preferred areas of economic development, facilitates business and other delegations, both domestic and foreign, via its own networks and activities.
  - University of Tartu – UT has stated its goal to become Entrepreneurial University and attain also related accreditation. SPARKDemo serves as one tool for University of Tartu students, staff and spin-off companies to develop and promote their business skills and relations, both in theory and practice. University is holding few of its lectures and events at SPARKDemo premises already today, we aim to increase that trend.
  - SPARK business community which consists of SPARK Hub, SPARK Makerlab, SPARKDemo, Startup Hub and SPARK Business Village is a set of different activities and organizations which each chip in to increase startup community in Tartu and to have more entrepreneurial minded people. Cross-marketing and events are concrete actions which SPARK community brings to the table.
  - Tartu Business Advisory Services Foundation is key partner and extension of Ministry of Economic Affairs and Communication in Estonia and Enterprise Estonia. Their role is to disseminate national trends, bring in foreign business delegations (including investors), host events and provide economic data to SPARKDemo visitors and customers. Already today we are co-hosting business event series to SMEs with TSP and BAS where speakers are exclusively C-level managers.
- All visits, events held at SPARKDemo meet the objective of informing audience, introducing entrepreneurship ecosystem, promoting the companies active in RIS3 areas and enhancing networking opportunities in the South Estonian area.

## Durability and capacity of OCT

SPARKDemo aims to be the business card of South-Estonian entrepreneurship and act as a bridge between policymakers (city governments, local municipalities) and implementors (business support organizations) and users (SMEs and citizens) communicating the needs and expectations of each involved party to others via its activities.

Whilst within Development plan for city of Tartu from 2013-2020 support and need for showroom was stated in general terms, quoting “Development of infrastructure related to entrepreneurship”, in **new**

**development plan for city of Tartu 2018-2025 showroom has been defined clearly, quoting “Development of showroom for showcasing services and products of Tartu region companies”.**

This indicates the value of SPARKDemo to city government and ensures short-term sustainability **as city government allocates annual funds for development and running of the SPARKDemo showroom**, that way partially covering running costs of SPARKDemo. Rest of the costs is covered by member fees of represented companies and from TSP own funds.

Currently showroom has capacity to showcase 45 regional flagship innovative companies, hosts around 150 events annually and receives 5000 visitors annually. The aim is to increase the capacity to showcase up to 70 companies. Visitor and event numbers are decent, our focus is to have incremental growth and to achieve more qualitative events and visitors in terms of being as business oriented as possible.

Key metrics for SPARKDemo for 2019 are:

- a) 40+ showcased regional companies at SPARKDemo
- b) 80+ entrepreneurship related events (trainings, workshops, networking events, hackathons, etc) held at SPARKDemo premises
- c) 25+ foreign business delegations hosted at SPARKDemo
- d) 4000+ visitors annually at SPARKDemo

#### **External Organisational Coaching Tools additional to SPARKDemo showroom:**

##### **1. South-Estonia Business Development Roundtable**

- Joint strategic goals and actions
- Developing supportive business system
- Marketing of the region
- Cluster development
- Universities knowledge management

**Aim of activity:** The aim is to increase the competitiveness of local enterprises, to support high-wage jobs and supportive environment for entrepreneurs.

**Target group:** Mayor of Tartu, the rector of the University of Tartu, the rector of the Estonian University of Life Sciences, municipal and county government leaders, business executives and business support structures, entrepreneurs, experts, researchers.

**Description of activity:** Round Table is a form of cooperation between the public sector, involving South-Estonian business environment promoters and designers.

There are regular focused meetings and roundtables where the aim is to identify the needs of entrepreneurs. The analysis of the specialization areas continues in order to find, in cooperation with enterprises, the narrower niches, which show the greatest potential in South-Estonia. The key element here is the cooperation between universities and RD&I institutions and SMEs.

RIS3 areas are shared between South-Estonian county development centres and development activities are taking place in cooperation with businesses, educational institutions and competence centres.

**Transferability:** Easy to transfer, basic concept.

It offers an opportunity to all relevant actors in the region to ask, discuss and share experiences related to the current RIS and to get information about the future steps. It increases the openness and awareness of the RIS among the implementers.

## 2. Discussion event for company managers “Ideas Tuesday”

**Aim of activity:** Business involvement, discussion event for company managers “Ideas Tuesday”.

**Target group:** entrepreneurs, business executives, business support structures.

**Description of activity:** We have discussion evenings for company managers and specialists, like discussion event “Ideas Tuesday”. These events are good examples of bottom-up approach, in which the public sector supports cooperation between B2B (Business-to-business) and B2G (Business-to-government) depending on business interests.

Also, business advisory services, we have a large employment program, and we do a variety of activities to develop entrepreneurship and thereby create and retain jobs. The program consists of three distinct but mutually reinforcing activities: direct investment, leadership, youth entrepreneurship and business development capabilities cultivation. We are dealing with companies in RIS3 focus areas.

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## BUSINESS MEETS SCIENCE

**SIX SUBJECT AREAS IN THE QS WORLD UNIVERSITY RANKING BY SUBJECT**

- Communication and media studies
- Computer science
- English language and literature
- Medicine
- Modern languages

UNIVERSITY OF TARTU IS THE LARGEST DEVELOPMENT PARTNER FOR ENTERPRISES AND THE PUBLIC SECTOR IN THE BALTICS

UNIVERSITY OF TARTU

- Best university in the Baltics
- Among the world's top 1% of most cited universities and research institutions
- Leading university in the Baltics for IT subjects
- Largest and most varied selection of teachers in Estonia
- Nearly 100 partner universities and networks

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**THE UNIVERSITY HAS MADE TARTU THE BEST SPRINGBOARD FOR SMART ENTREPRENEURSHIP!**

**DEVELOPMENT COOPERATION**  
Innovation of idea and work groups

- Personal development
- Using researchers as experts in the enterprise development team
- Expert opinions

**RECRUITMENT AND PRACTICAL TRAINING**  
Development projects and research work by students

- Project-based practical training
- Recruitment and recruitment stimulation
- Steering

**SHAPING THE FUTURE**  
Have a say in the development of programmes and study directions

- Direct contact with programme managers
- Monitoring the university team - see cover the company need for experts


**TRAINING AND MOTIVATION**  
Management and development programmes

- Professional training
- Motivation training
- Flexible online courses
- Creative solutions for events

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Between University of Life Sciences is the only university in Estonia with high level of expertise in all areas of bio-economy. International level - among the top 100 universities in the world in the field of agriculture and forestry.

**ESTONIAN UNIVERSITY OF LIFE SCIENCES**



Best MacBook

Responsible use of renewable natural resources and environment

Regional development by training competitiveness and promoting investments in the countryside

Human, veterinary and environmental health through the application of One Health concept

Food production technologies

The public entrepreneurs and to collaborate with researchers carry research the best practice, to guarantee the security of skilled labour and expertise in organic farming and re-structuring programme.

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**ESTONIAN RESEARCH COUNCIL**

- Support for applied research and product development (NUTRIAS, Horizon 2020 SME Instrument)

**EU research and innovation programme Horizon 2020 - Information and consulting**

- Support for participation in international research and innovation networks (Horizon 2020 COST)

**Support for hiring R&D specialists (Erasmus Jobs, Skills4u Flow mobility grants)**

Picture from SPARK Demo centre.