

Organisational Coaching Tool

OCT

November, 2018

Introduction

Prizztech Ltd. acts as a partner in EmplInno Project, whose purpose is to enhance the organisational capacity of the project partners to work with the RIS3 approach and accelerate innovation work and activities in medium sized cities and regions in the Baltic Sea Region. In order to do that, smart specialisation strategies (RIS3) are applied.

Prizztech Ltd. works as a innovation intermediary, connecting companies, SMEs, public sector and other innovation actors together. As an impartial innovator, Prizztech Ltd. collects good practices and experiences and shares these among regional innovation networks. Evaluation and continuous improvement are important elements of regional innovation work, and Prizztech also provides feedback to both companies and regional authorities cocncerning RIS3 activity. Another task is to promote regional RIS3 work on national level, because as a medium-sized city/region, there is always a risk that innovation activities and financing tools are too much targeted to metropolitan areas.

Goal and point of view

In EmplInno project, each partner develops a specific Organisational Coaching Tool (OCT) that enhances the internal capacity to apply the smart specialisation/RIS3 approach. In this paper, the point of view is EmplInno project partner 13, Prizztech Ltd. from Satakunta Region (City Of Pori) in Western Finland. In RIS3 development work, Prizztech Ltd. acts as a strategy implementor, and this paper therefore represents implementor's point of view.

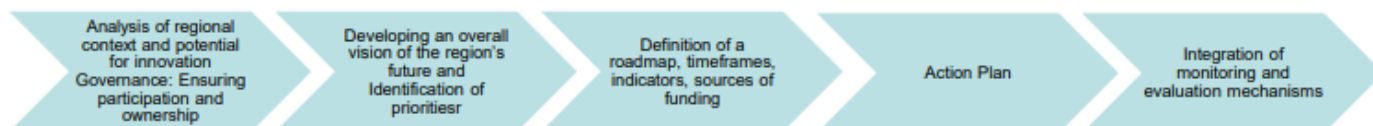
RIS3 in Satakunta Region

In Satakunta Region Smart Specialisation Strategy (RIS3) is seen as an approach to economic growth and development via the targeted support of Research and Innovation activities. In region, smart specialisation involves a process of developing a vision, identifying competitive advantages, setting strategic goals and making use of smart policies to maximise the knowledge-based development potential of the region.

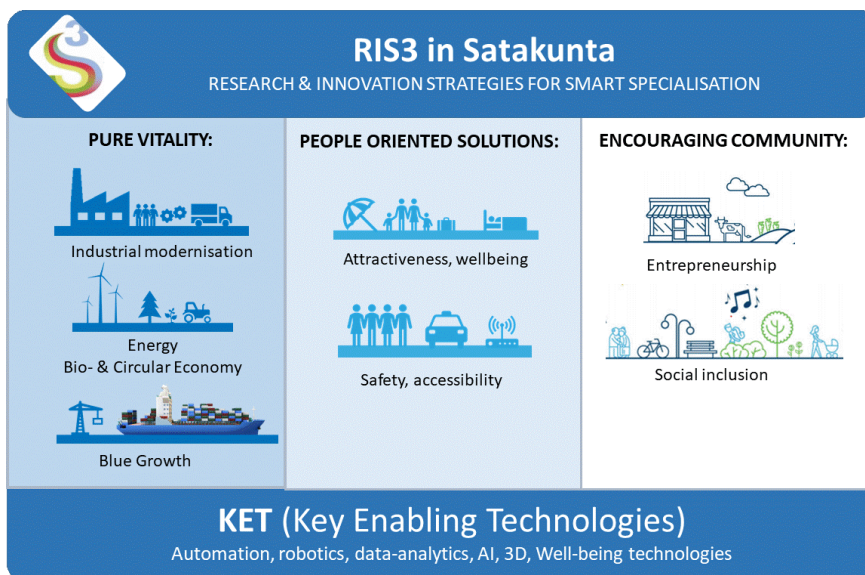
Regional Council of Satakunta is the strategy owner and committed to use the Technical Assistance of Structural Fund programmes or other financial resources available in order to

put RIS3 into action in Satakunta. According to the Finnish law the Regional Councils are responsible for preparing regional development plans in cooperation with municipalities and other public and private actors. The Regional Council of Satakunta prepares the Regional Strategic Plan and Program by providing the general regional policy framework based on regional political preferences.

The Regional Council of Satakunta is in charge of the preparation of the RIS3. To that end, strategic regional platforms are established around selected priorities. These platforms set reference criteria for actions and project development within smart specialisation areas. Regional developers, like Prizztech Ltd., are called to pick up one of the chosen themes and then build articulated projects. The following picture illustrates the process model applied in Satakunta's Regional Program.



The current RIS3 model is presented in Regional Program (<http://www.satakuntaliitto.fi/english>), and the earlier mentioned selected priorities are *pure vitality*, *people oriented solutions* and *encouraging community*, as shown below.



Regional Council of Satakunta, as a strategy owner, strongly highlights the RIS3 in regional development, and they were also early adapters of RIS3 among European Regions. Region was for example able to provide examples and good practices to Commission's handbook "Implementing Smart Specialization Strategies". Nevertheless, the knowledge concerning RIS3

and good practices supporting it is not very strong among strategy implementers, and the situation with SMEs is even weaker.

Why and how organisational coaching?

The reason for Prizztech Ltd. to develop an Organisational Coaching Tool (OCT) is twofold:

- Regional Council's selected priorities and RIS3 framework set the criteria for development financing. To ensure the financial situation and beneficial project and development work, Prizztech Ltd.'s own priorities should follow RIS3 guidelines in the region.
- Prizztech Ltd.'s task is to implement regional strategies, boost entrepreneurship and provide tools for SME's for growth and success. RIS3 is one very important tool in regional development, but as mentioned, SME sector has quite poor knowledge concerning RIS3. To successfully communicate and utilize RIS3 in regional (and national) activities, experts working in Prizztech Ltd. should have in-depth knowledge about RIS3. In fact, all ideas and activities should be inspected from the RIS3 point of view.

Emplnno project provides a very good opportunity for organisational learning in Prizztech Ltd. If asked, most of the experts working for Prizztech claim that they know what is RIS3, and what are the priorities. But, when negotiating or motivating SMEs to development activities, it could be a challenging task to build bridges to RIS3 priorities.

That is why we need some kind of framework which helps us to hopefully inspect all our ideas through the lenses of RIS3. During the summer and autumn 2018, as we wrote five applications to various financiers, we tried all the time to keep in mind RIS3 framework, and most importantly, we tried to discover how we could transfer this knowledge concerning RIS3 to all our experts, and also outside of our own organization? By answering these questions, we formulated a simple framework and then we chose two cases implemented during Emplnno project, and demonstrated our thinking with the help of these cases.

Applying organisational coaching tool (OCT)

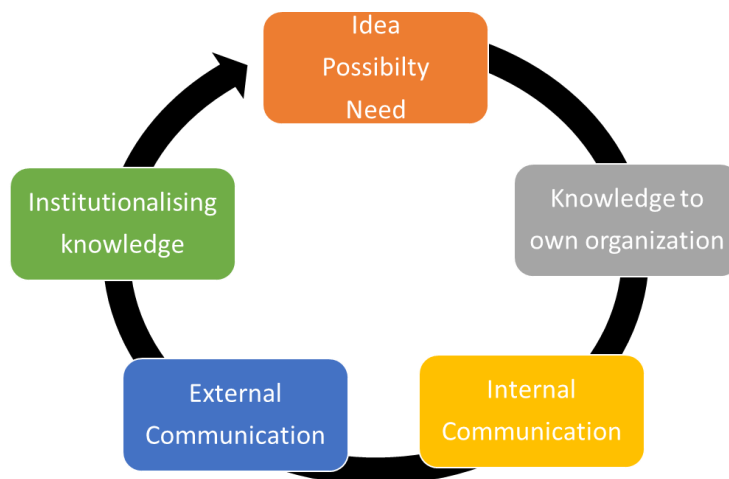
As a regional developer, Prizztech Ltd. has a role of discovering new ideas and business opportunities, and puts them into practice for the regions' benefit. That means we are always selling ideas, first to own personnel, then to other players within the region, and then there

should be mechanisms to spread ideas and make them available to everybody. In the following part two cases are presented in order to demonstrate our idea of organisational coaching tool.

Case 1: Knowledge intensiveness, how we can understand the future business environment?

Case 2: New possibilities in energy business, how to convert Satakunta region as a national hub for offshore wind power?

We defined organisational coaching tool as a circle with five steps, with the idea that it is more like a circle than a process. As we work with the information and analyze it, there is always something new that we should be able to circulate and communicate, and which enhances our organisational capacity. Following picture illustrates our approach.



Case 1: Knowledge intensiveness, how we can understand the future business environment?

IDEA

Starting point to this case and actions was a growing uncertainty in companies that how to survive in future business environment and growing knowledge intensiveness, and how to pick up a right and relevant information for decision-making?

KNOWLEDGE TO OWN ORGANIZATION

In this case there was not too much challenge in transferring this challenge to own organization, because we are development organization, and growing knowledge intensiveness was a clear fact for us. Lot more effort was needed to decide what could be the best available tools for external communication.

EXTERNAL COMMUNICATION

With help of EmplInno project, at 26.4.2017 we organized a regional workshop named “Think to Innovate” and invited 12 people representing our active stakeholders from the region. They represented retail, software, publishing, event management, energy, healthcare, packaging and piping industries. They shared this common problem which we had identified in earlier discussions, how to understand the changing business environment and make right choices?

In our one-day workshop participants were challenged with the following themes:

1. What are your blind spots?
2. How well do you understand where your business is going?
3. How and where do you find innovations?
4. How do you listen to your customers?
5. How does the changes in payment mechanisms change your business? (iPay, MobilePay, etc.)
6. Is it possible to make other people solve your problems?
7. How to abandon old practices at the right moment?



Workshop in Pori 26.4.2017

In this case, most of the work and effort was put to workshop, finding the right participants, activating them with right themes, and keeping up the innovative spirit.

One of the key findings was the need for colliding different industries and business areas, and cross-cutting innovating and change of ideas. Key findings from our workshop were:

1. Be brave! It is too easy to stay where you are and stick in your old habits.
2. Watch and track other businesses! Best ideas are combinations form various sources and environments.
3. Keep your eye on people! Listen carefully and get everybody involved.

INSTITUTIONALISING KNOWLEDGE

Institutionalising the information is the hardest part. People are excited when we do workshops, but what happens as they return to office? What happens next week and next year?

Case 2: New possibilities in energy business, how to convert Satakunta region as a national hub for offshore wind power?

IDEA

Starting point to this case was the work done in our region for decades. Satakunta is known as “Energy Province” in Finland. Depending on how you measure, region produces one third or fourth of all energy in Finland. Region is very well known for its nuclear power plant, and also other forms of energy production are represented. As there is a strong movement towards renewables also in Finland, the importance and interest to windpower has grown rapidly. Satakunta Region is also key areas for Finnish wind power, because the conditions are very favourable, both on- and offshore. Region has also over 40-year history in offshore oil & gas business, and the local offshore yard has been a locomotive for this cluster. Although last years have been very difficult for regions’ offshore cluster, because low oil prices in world market has kept the investments in minimum level in oil & gas.

In 2011 the Finnish government launched a program for renewable energies, and the subsidies for windpower were heavy, which launched a boom for windpower business. Offshore wind power is a new opportunity to regional cluster, and important milestone was the first-in-the-world offshore windfarm in icy conditions, which started operations in 2017 in Tahkoluoto, Pori. Tahkoluoto windfarm is a demonstration site subsidised by the government, and there are plans to utilize the experiences and take the leadership in Northern Baltic Sea offshore wind market.

KNOWLEDGE TO OWN ORGANIZATION – INTERNAL COMMUNICATION

Transferring the knowledge to own organization was in this case a bit challenging and took some time. As there are quite many experts in energy technology in Prizztech, and they have long experience in this field, they also have strong opinions on what are the right solutions and technologies for Finnish energy production. Centralized, nuclear-based production was traditionally the Finnish way, so it meant hard discussions everywhere in Finland, also in Prizztech, as the movement towards renewables started. The key to find common understanding was just lots of discussions, and letting everybody give their voice, and not to

declare wrong or right opinions. Slowly situation changed, and the completion of the first Finnish offshore windfarm in Tahkoluoto Pori, was important milestone. Planning, building, service and operations of wind farm provides so many business opportunities to many different companies, that the importance to the whole region was clear.

EXTERNAL COMMUNICATION

Discussions of renewing and developing the Tahkoluoto and Pori Port area have been active quite long. Prizztech and other development organizations have actively seeked ideas and new businesses to the area. Onshore wind power is also promising business area, because the Port of Pori is logistically right choice for transportation of materials to Finnish onshore windfarms. Emplnno-project started in the right time for these ideas and discussions. We were happy to join the project and learn from Danish and German examples of wind power business. It took lots of energy to find the right time, persons, and arguments but finally we were ready to transnational delegation trips to Rostock Wind & Marine 2017 and to Esbjerg 2018, which helped us with the challenges of external communication.



Rostock 2017



Esbjerg 2018

INSTITUTIONALISING THE KNOWLEDGE

Transnational delegation trips and the experiences of participants have been very important. Prizztech has actively spread the knowledge and information after there trips, and participants have gathered together to discuss the possible next steps. There is now a common understanding that businesses related to offshore wind power in the Northern Baltic Sea is a huge opportunity to Finland, and especially Satakunta Region. What we are lacking is a locomotive company which could take a lead. There are anyway lots of development plans waiting for launching.

As a regional development company, Prizztech has at least two tools to this work, development projects and knowledge sharing. Numerous projects are in planning phase, and Prizztech's publications highlight the importance and possibilities of wind power business from Finnish point of view.

Prizztech's publications



Building the offshore wind farm
<http://issuu.com/prizztech/docs/merituulipuistonrakentaminen2012?e=4212584/8202033>



Strategy for Finnish Offshore Wind Power business
http://www.prizz.fi/sites/default/files/Merituulivoima_nettiin_0.pdf



Tahkoluoto-area as Finnish Offshore Wind Power Hub
http://www.prizz.fi/sites/default/files/asiakskuvat/Energia/NETTIVERSIOTuulivoimarakentamisenkeskittym%C3%A4M20-alueelle_11%2012%202014.pdf



Offshore wind power market in Northern Baltic Sea
http://www.prizz.fi/sites/default/files/asiakskuvat/Energia/Merituulivoimapotentiali%20Pohjoisen%20It%C3%A4meren%20alueella_lj%C3%A4s%202015.pdf



Finnish offshore industry
http://www.finoffshore.fi/asiakskuvat/FinOffshore_Directory_2017_nettiin2.pdf

Summary

In this paper two cases were described in order to highlight Prizztech's experiences in EmplInno project and specially the first steps in applying Organisational Coaching Tool OCT. The first experiences were promising, but a still a lot of work should be done to institutionalise the good practises and to promote instruments of the RIS3 in region.

EmplInno project has proven to be very fruitful for Satakunta Region. Lots of work is done with RIS3 in region, but it seems clear that there is still gap between theory and practise.