



UNIVERSITY
& BUSINESS

Co-operation through Success Stories

WELCOME!

ASSEMBLY | 20 MARCH, 2014
RIGA, LATVIA

FROM BRIDGING TO SUCCEEDING.

*University and Business Co-operation
Through Success Stories.*

ASSEMBLY | 20 MARCH, 2014
RIGA, LATVIA

WELCOME

- **Mrs. Līna Dzene**
Chairwoman, «Knowledge Triangle Network»



FROM BRIDGING
TO SUCCEEDING

ASSEMBLY

20 March, 2014

FROM BRIDGING TO SUCCEEDING



Renowned speakers from the Baltics and Nordic countries

Case studies on successful university and business cooperation

Lively and pragmatic discussions

An event for business professionals, university leaders, and policy makers

INNOVATION

HUMAN RESOURCES

COOPERATION



Full agenda and registration: www.university-business.net

Starptautiska konference par augstskolu un uzņēmumu sadarbību
2014.gada 20.martā LU Lielajā aulā no pulksten 10:00 līdz 16:30



LATVIJAS
UNIVERSITATE
ANNO 1919

PROJECT SUPPORTED BY



NORDPLUS
Horizontal



SQUALIO
SOFTWARE QUALITY ASSURANCE



**FROM BRIDGING
TO SUCCEEDING**



PROJECT PARTNERS



**FROM BRIDGING
TO SUCCEEDING**

AGENDA

TIME	ITEM	LOCATION
09:30-10:00	REGISTRATION & COFFEE	Aula Magna & Room 50
10:00-10:15	WELCOME	Aula Magna
10:15-12:10	SESSION 1: FROM IDEAS TO INNOVATIVE SOLUTIONS. FUTURE of INNOVATION.	Aula Magna
12:10-13:00	LUNCH	Cafe Daily
13:00-14:30	SESSION 2: FUTURE of HUMAN RESOURCES and LABOUR MARKET PARTNERSHIPS.	Aula Magna
14:45-16:15	SESSION 3: FUTURE of COOPERATION.	Aula Magna
16:15-16:30	CLOSING REMARKS	Aula Magna

FROM BRIDGING
TO SUCCEEDING

WELCOME

- **Professor Mārcis Auziņš**
Rector of the University of Latvia



FROM BRIDGING
TO SUCCEEDING

WELCOME

- **Mr. Vitālijs Gavrilovs**
President of the Employers' Confederation of Latvia



Latvijas Darba devēju konfederācija

FROM BRIDGING
TO SUCCEEDING

CASE STUDY.

Airport Concepts. Excellence from Finland.

- **Mr. Petteri Sinervo**

Head of development and Deputy Director at the Brahea Centre, University of Turku



Turun yliopisto
University of Turku



Turun yliopisto
University of Turku

AIRPORT CONCEPTS – Excellence from Finland

Case: Facilitating innovative company co-operation

Petteri Sinervo
Brahea Centre, University of Turku (FI)
Riga, March 20, 2014

The idea



The Development



Other partners included:

turku MUNICIPAL PROPERTY CORPORATION


European Union
European Regional Development Fund

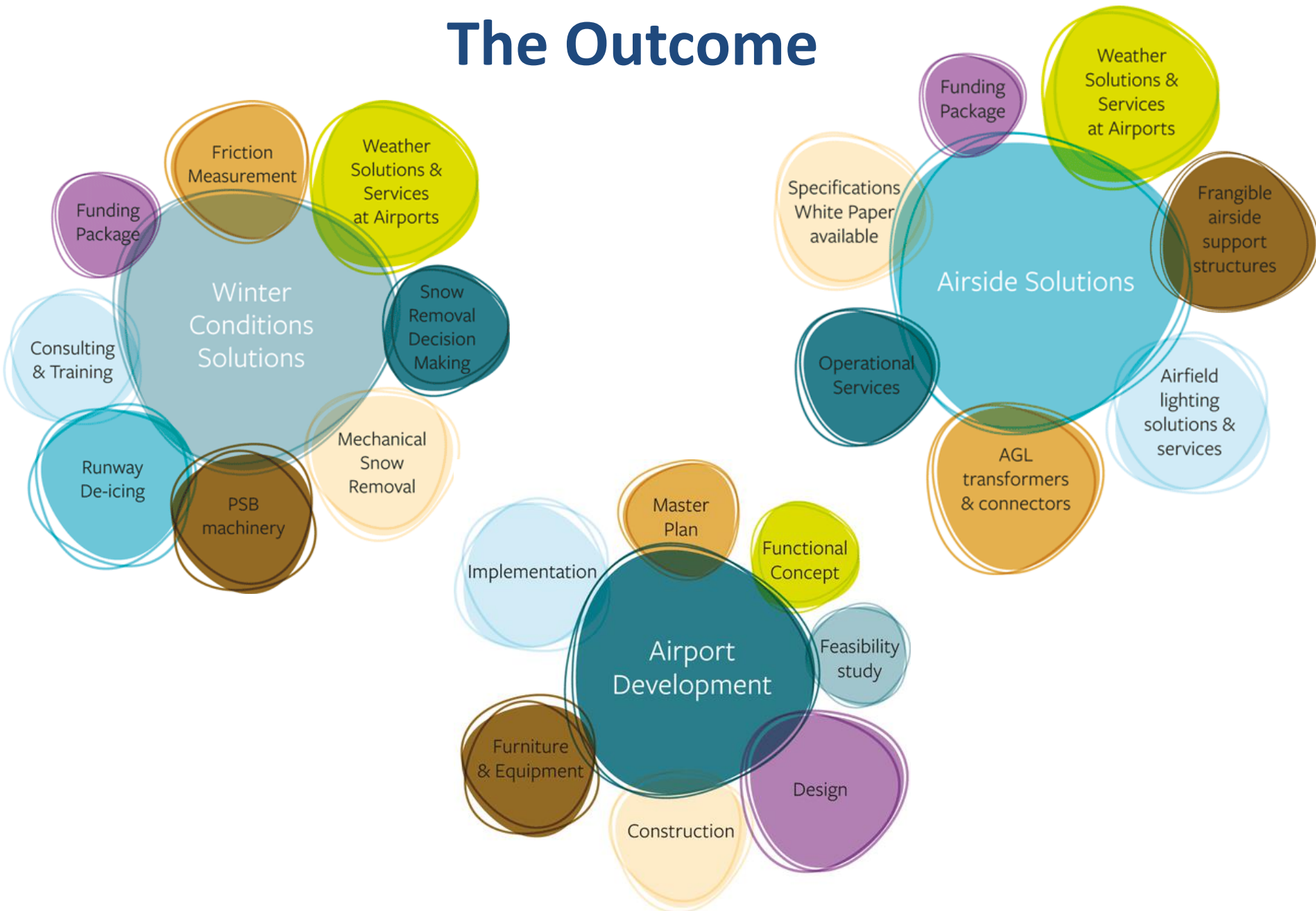
Leverage from
the EU
2007-2013

The Project

- To combine and complement the products and services of the participating companies; and to bundle them into concepts to be offered to airport operators and airport developers
- Actions:
 - Workshops
 - Joint marketing materials
 - Market research
 - Joint technical specifications
 - White Papers
 - Sales tools
 - Joint expos and trade fairs
 - Assistance co-operation
 - Pilot cases



The Outcome



The Analysis

- Joint goals
- Coherence
- Customer benefits
- Creating trust
- Providing intel
- Accepting the limitations
- Sustainability – Airport Cluster Finland Association



AIRPORT CONCEPTS – Excellence from Finland



**Thank you for
your attention !**

**Petteri Sinervo
Brahea Centre, University of
Turku (FI)**

CASE STUDY.

Sparks of innovation: examples of climatic and synoptic products.

- **Dr. phys. Uldis Bethers**

University of Latvia, Laboratory for Mathematical Modelling of Environmental and Technological Processes



FROM BRIDGING
TO SUCCEEDING

Sparks of innovation: examples of climatic and synoptic products

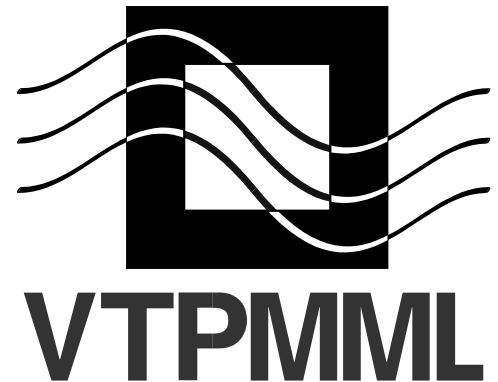
Uldis Bethers, dr.phys.

University of Latvia

Faculty of Physics and mathematics

**Laboratory for mathematical modeling
of environmental and technological processes**

www.modlab.lv bethers@latnet.lv



Rīga, «From bridging to succeeding», 20-Jan-2013

WHO WE ARE

**UNIVERSITY OF LATVIA
FACULTY OF PHYSICS AND MATHEMATICS**

VTPMML

«PAIC», SIA

Symbiosys of University structure and private consultancy company

Spin-off?

«Spin» – YES! «Off» – NO!

Semi permanent generation of innovative solutions since 1994

HOW IT WORKS

MATHEMATICAL MODELING OF... whatever
PASSION OF DESCRIBING THE REALITY BY EQUATIONS
EAGER DESIRE TO LEARN AND ABILITY TO LISTEN
PATIENCE TO EXPLAIN AND INTERPRET
EYES OPEN TO CATCH... THE WONDER

Industrial
consultancy
generates ideas
for research
projects.

VTPMML

«PAIC», SIA

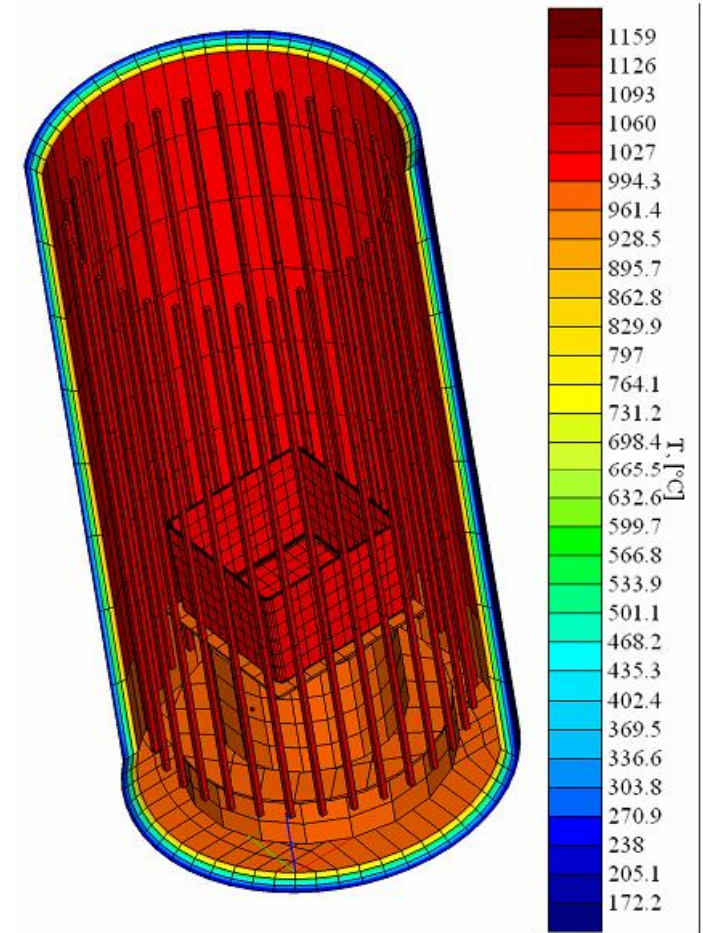
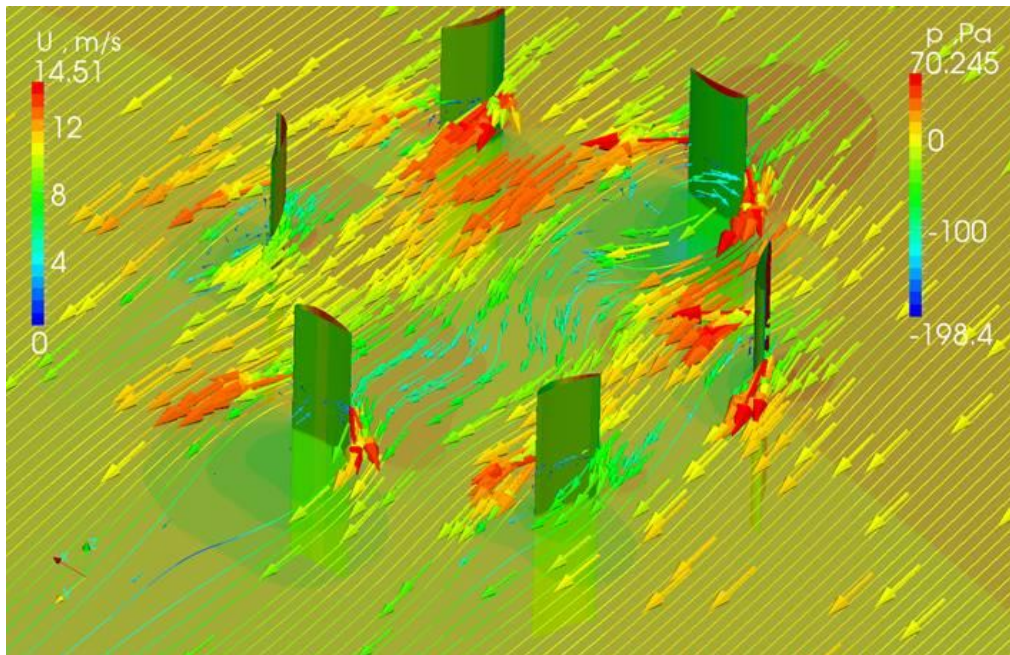
Research triggers
efficient industrial
solutions.
Interdisciplinary
transfer through
similarities.

MULTIDISCIPLINARITY OF... whatever
Research fields, funding sources, industries, partners

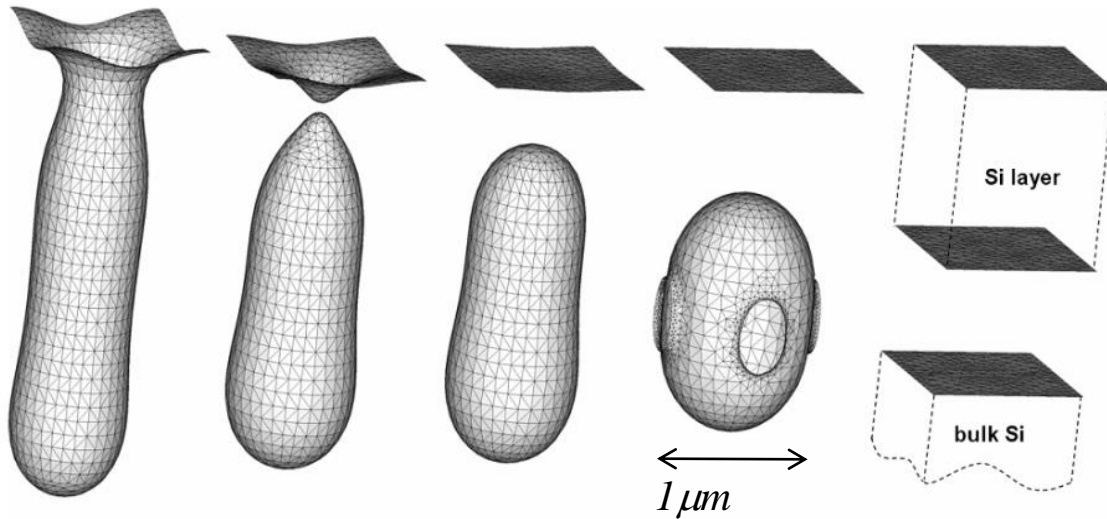
Introductory examples

«Wacker Chemie GmbH»: How to avoid cracking of SiO_2 crucibles for solar Silica?

«GM Helicopters»: How to increase efficiency of vertical wind turbines?

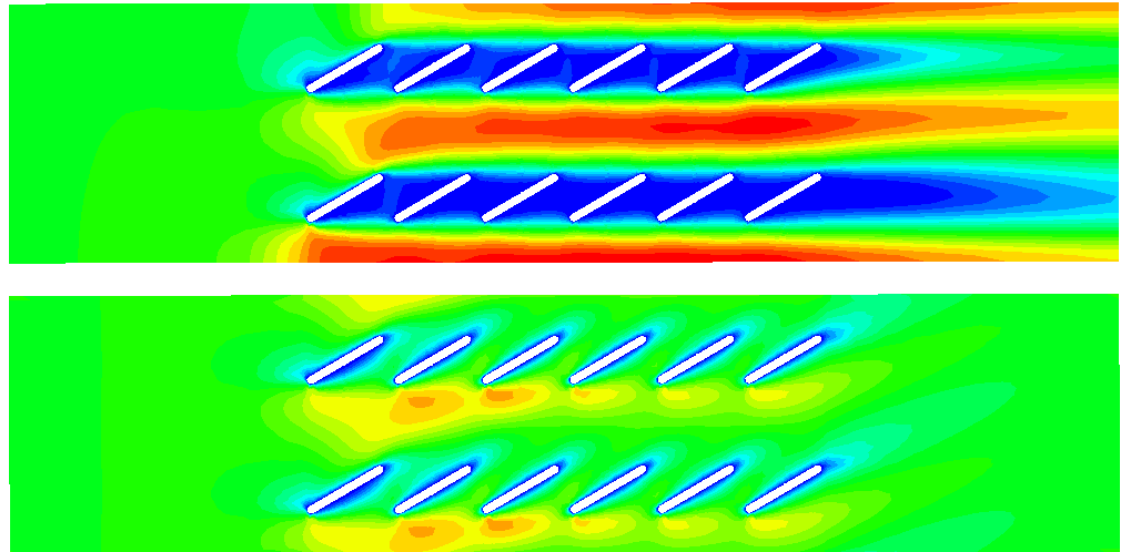
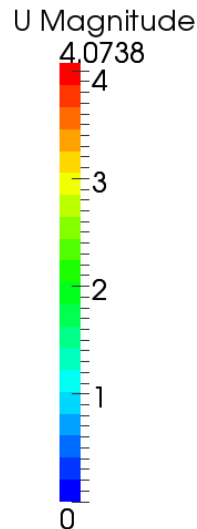


Introductory examples

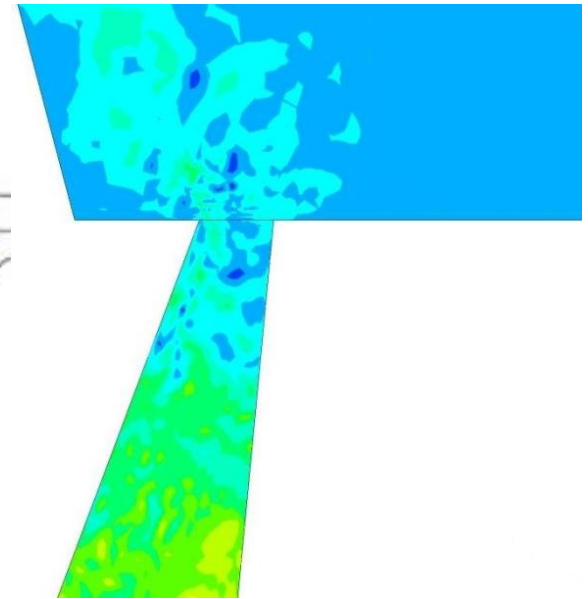
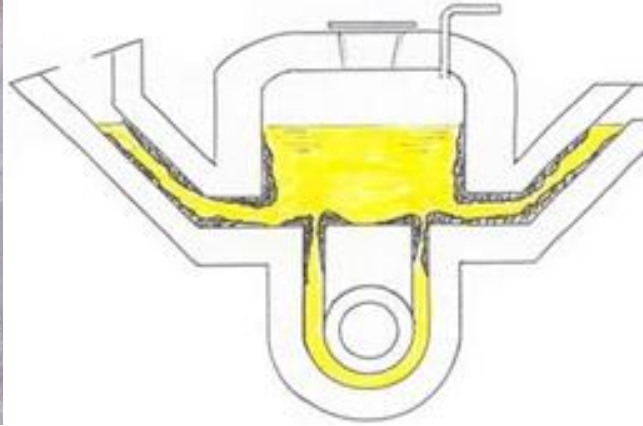
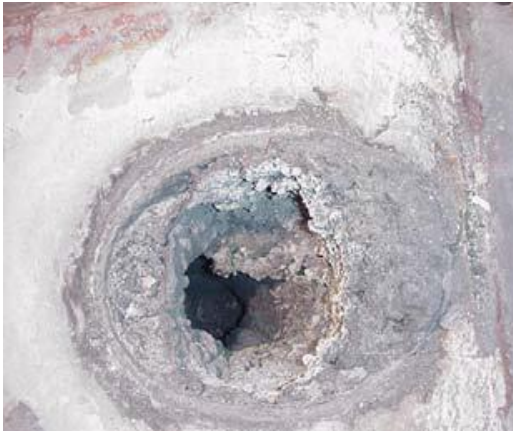


«Siltronic AG»:
How to produce a
superthin Si layer
«on nothing» ?

«Mahle Behr
GmbH»: How
to avoid car air
conditioner
spitting in Your
face?

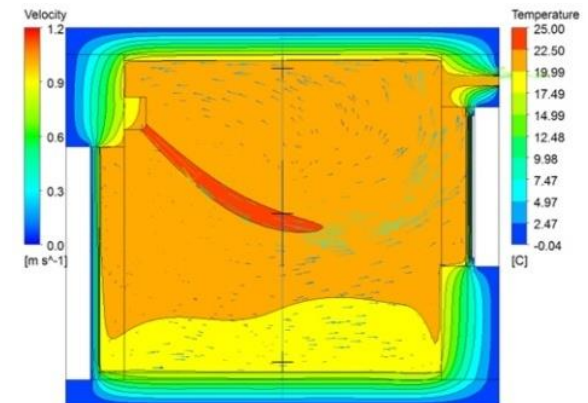
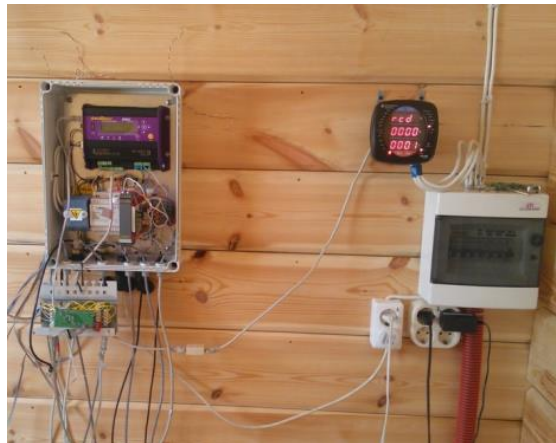


Introductory examples



«ABP AG» & Institute of Electrotechnology, Leibnitz University of Hannover: How to prevent clogging of furnace?

Multiple partners
(www.eem.lv):
How to make a
house efficient in
LV climate?



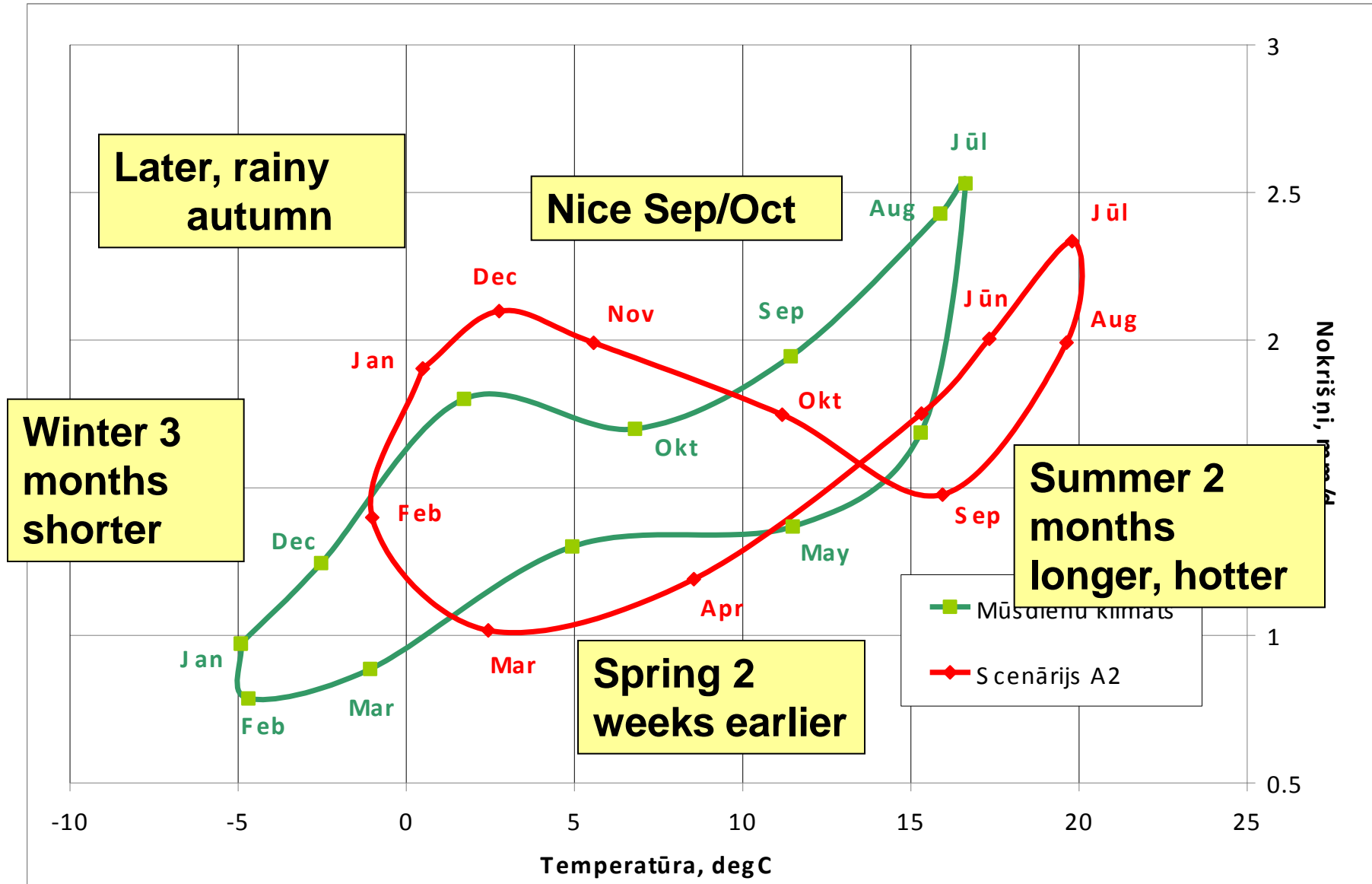
STORY ON CLIMATIC AND SYNOPTIC PRODUCTS

**State research programme (2006-2009).
«What might be the future climate of Latvia ?»**

**Spark #1: a method for correcting simulations by
regional climate model**

**Result: simulation results might be used instead of
observations to assess both contemporary and
future climate**

Example of climatic product: Tp diagram, Dobeles



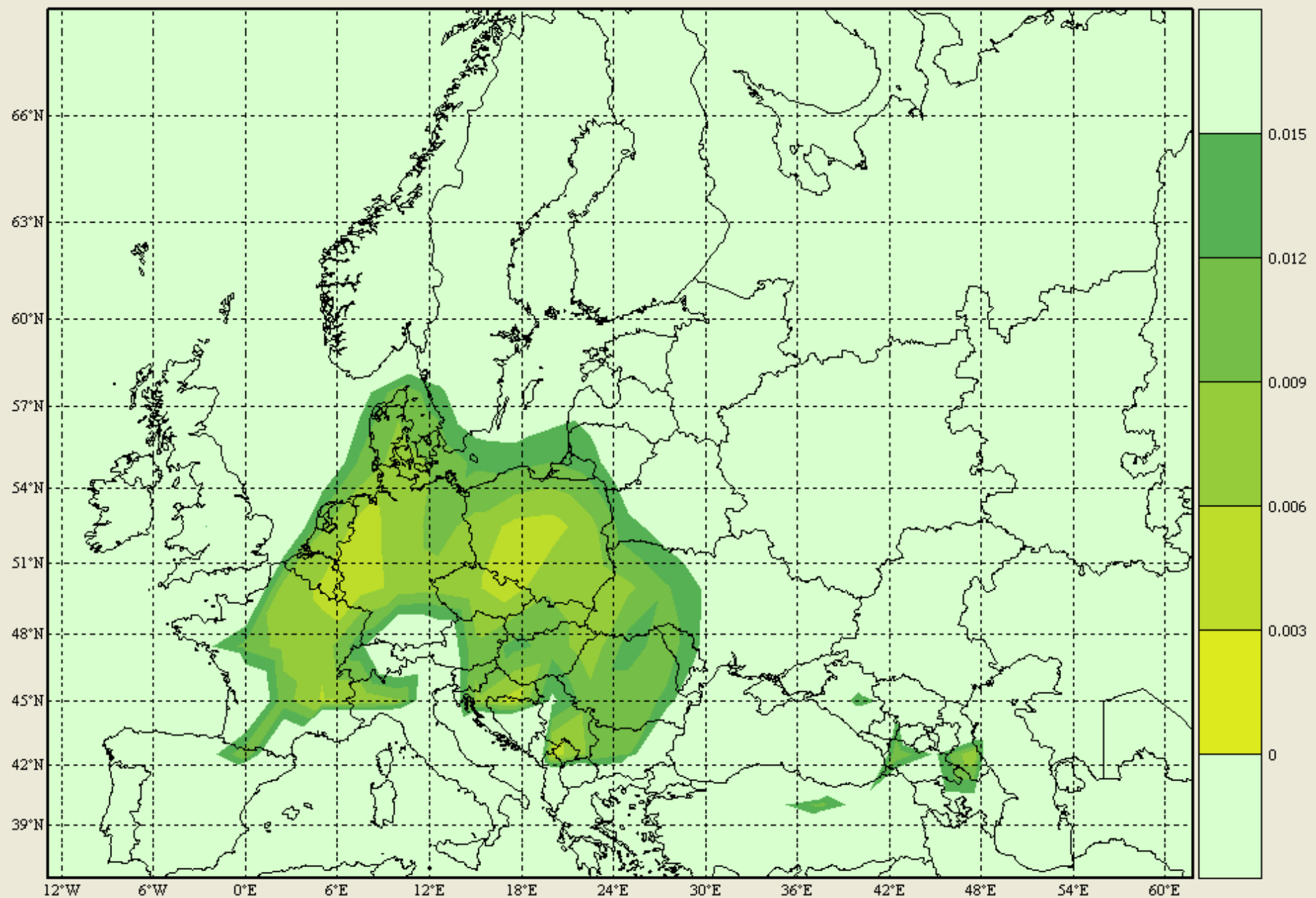
STORY ON CLIMATIC AND SYNOPTIC PRODUCTS

**Multiple research and industrial projects
(hydrology, flood risks, wind energy, forestry,
agriculture, groundwater), 2008-2014**

**Result: Assessment of climate change on... whatever,
adaptation to that change**

Spark #2: climatic indicators!

Difference of comtemporary climate from future LV climate



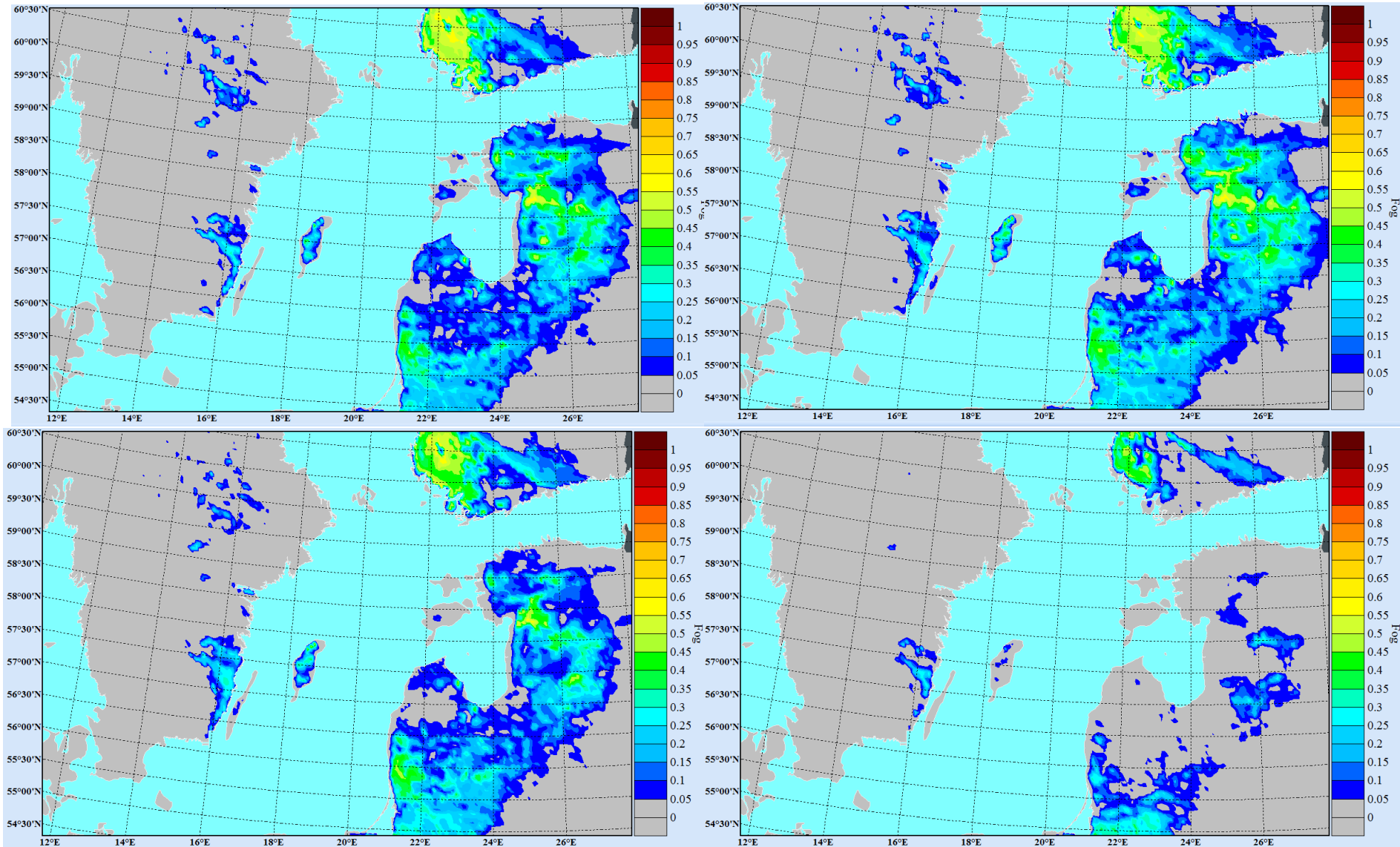
STORY ON CLIMATIC AND SYNOPTIC PRODUCTS

Spark #3: innovative synoptic indicators!

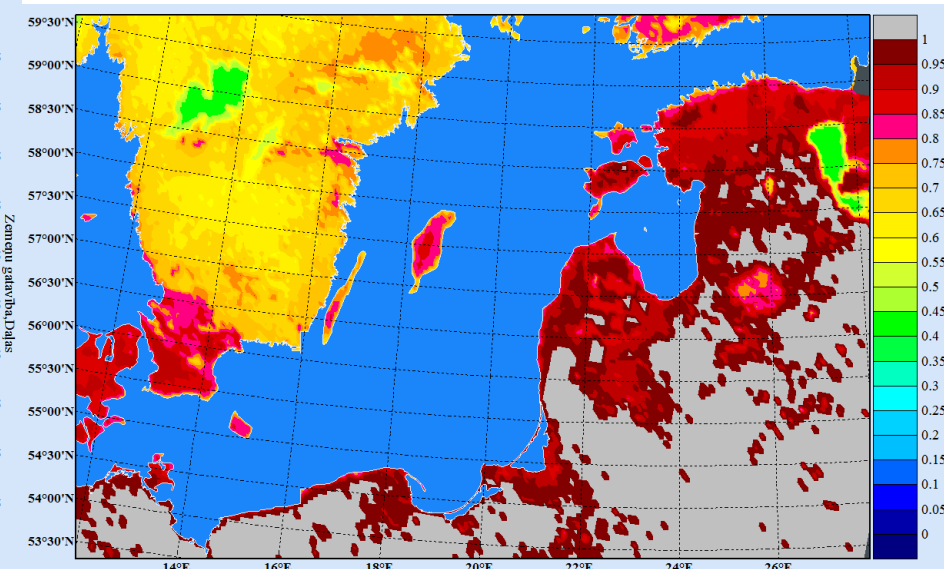
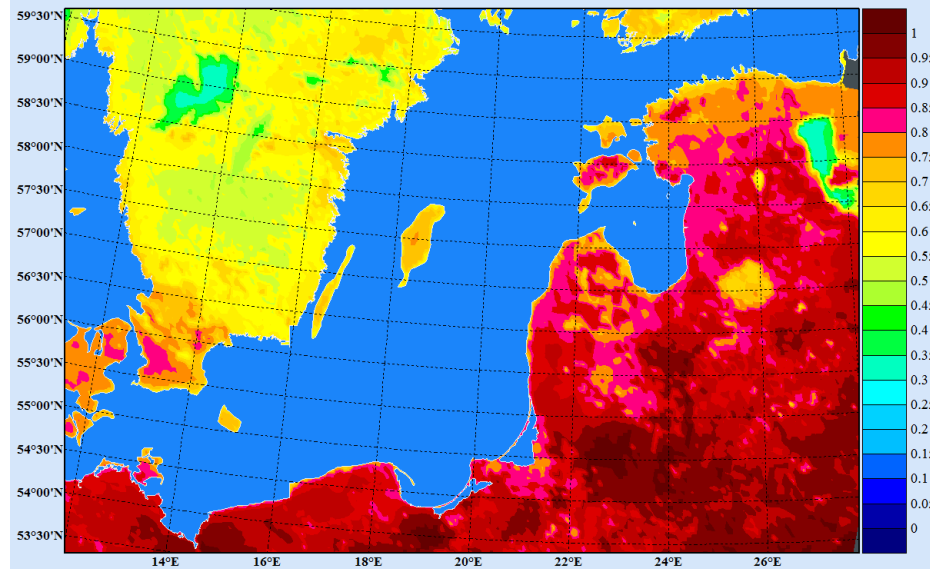
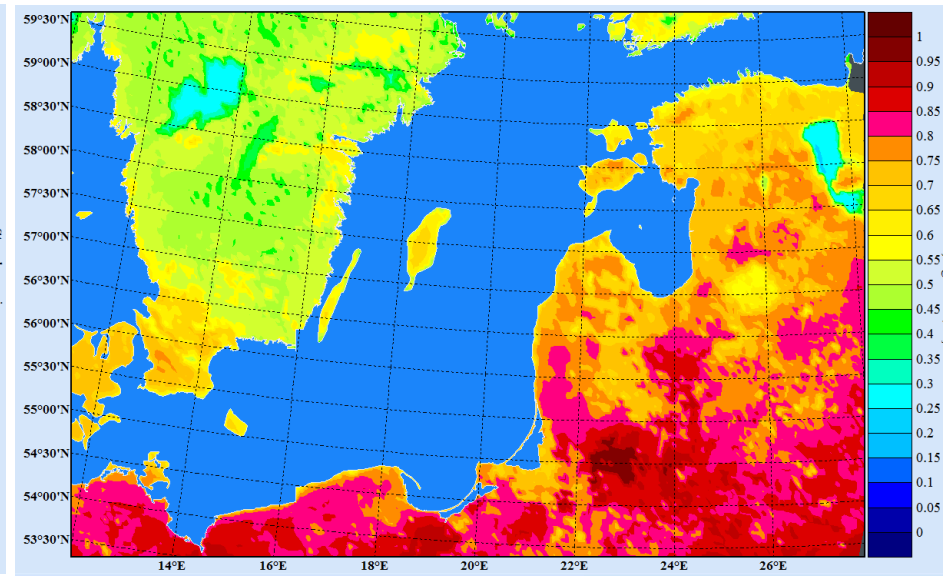
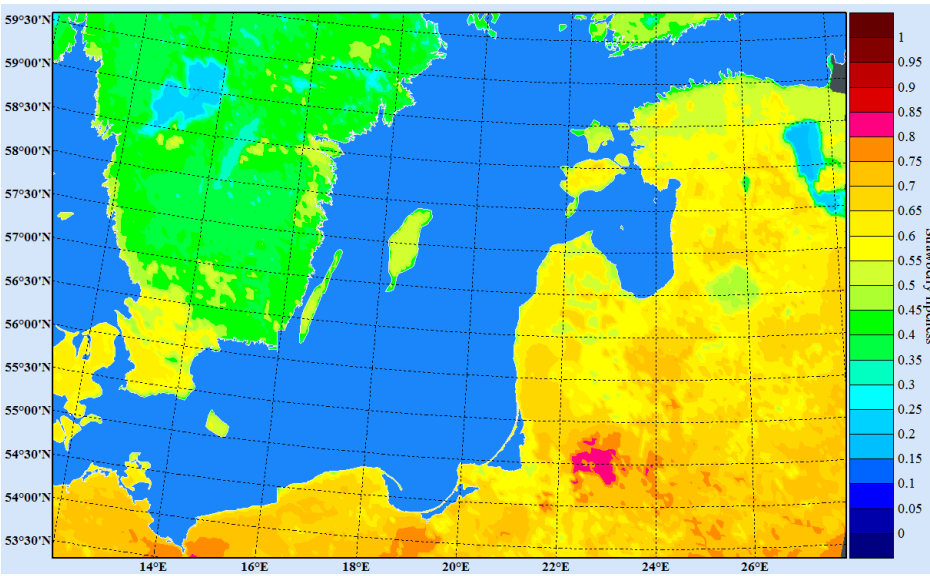
Result (in progress): derivatives of meteorological parameters (=indicators) may be produced from synoptic atmosphere models

LV – ERAF funded project on synoptic products based on numerical weather forecasts, 2014-2015

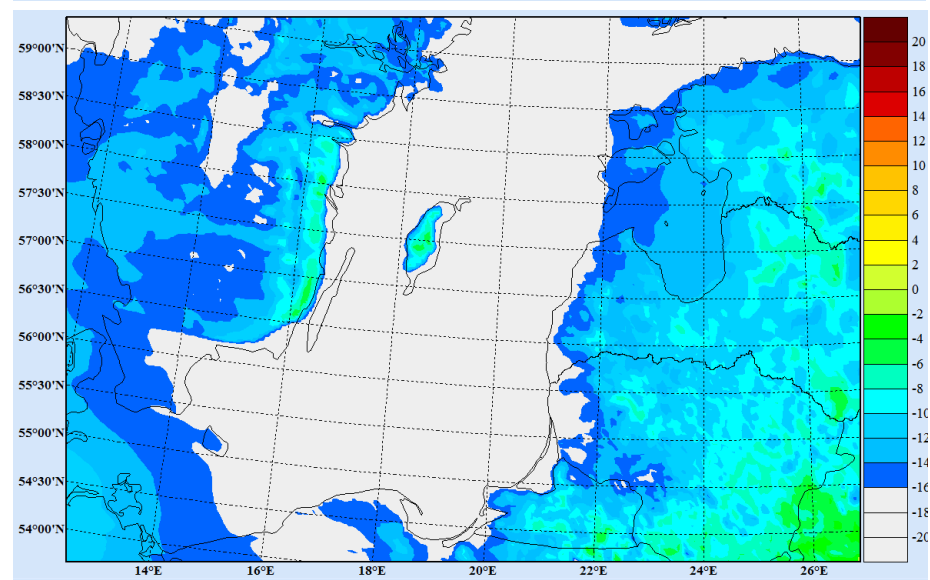
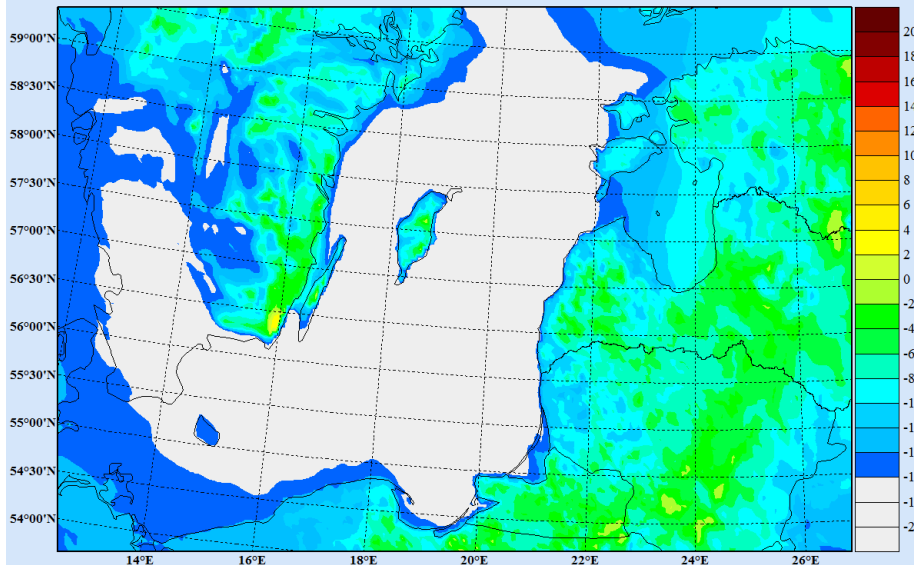
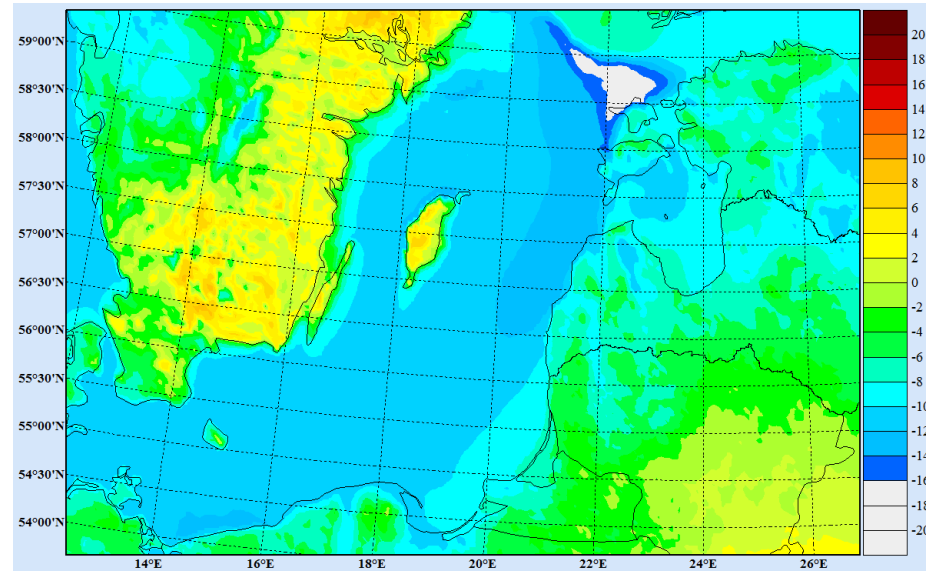
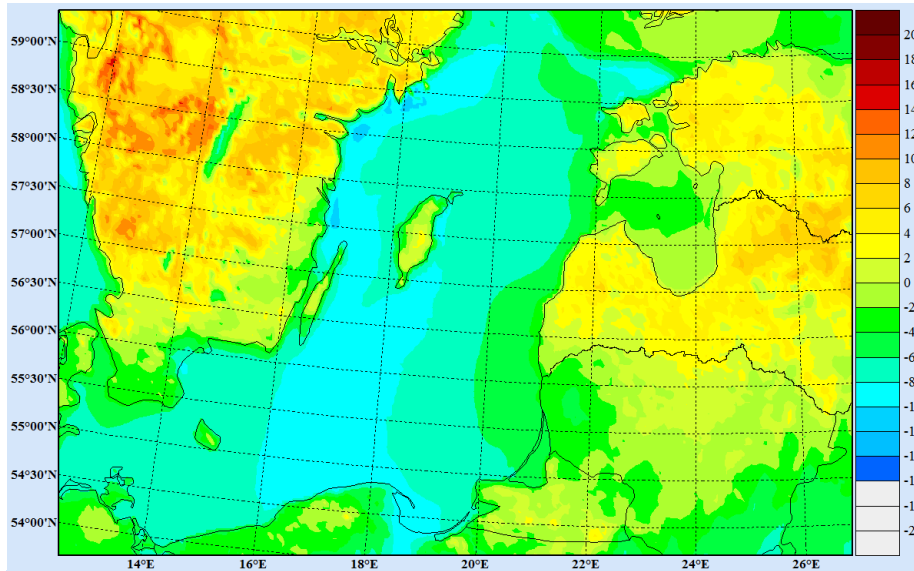
Forecasts: FOG 16-aug-2014 @4, @5, @6, @7



Forecasts: Strawberries, 18/25/2/9-Jun/Jul-2013



Forecasts: Headache, 17/20-Mar-2013



Thanks for attention !

CASE STUDY.

LIDARIS – Professional Testing of – Laser-Induced Damage Threshold.

- **Mrs. Dalia Lukšienė**

Directorate for Research and Innovation,
Vilnius University (Lithuania)



FROM BRIDGING
TO SUCCEEDING



UNIVERSITY – BUSINESS COLLABORATION AT VILNIUS UNIVERSITY

„University – Business Cooperation driven by Success Stories“
2014-03-20, Riga

Dalia Lukšienė
Vilnius University
Chief Specialist of Intellectual Property Management and Commercialization Department



CASE:

Vilnius University start-up company

„LIDARIS“

Professional testing of Laser-Induced Damage
Threshold



LIDARIS: today

- LIDARIS is a start-up company established in 2012 by the scientists and PhD students from Laser Research Center of Vilnius University
- It has 5 employees and is located in the premises of Vilnius University
- Start benefit from 10 years of international research experience gained in the fields of laser-matter interaction, laser-induced damage testing, development of optical element and thin film coating processes
- LIDARIS team is well integrated in the academic community and is actively involved in various international R&D projects related to laser damage topics
- All employees are shareholders of a company





LIDARIS: achievements

- During 1.5 years LIDARIS became a world class provider of Laser-Induces Damage Testing (LIDT) services and innovations dedicated to improvement of high power optics quality
- Well-known research centers and leading companies producing laser optical elements became LIDARIS customers
- LIDARIS is acting in global market with export share over 95% of total sales
- Company is profitable



LIDARIS: international recognition



In 2014-01-17 received award by SPIE at the main international event of laser damage community at National Institute of Standards and Technology (Colorado, USA)

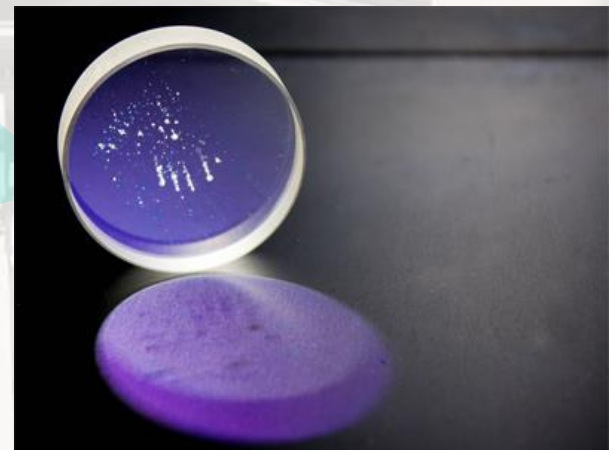
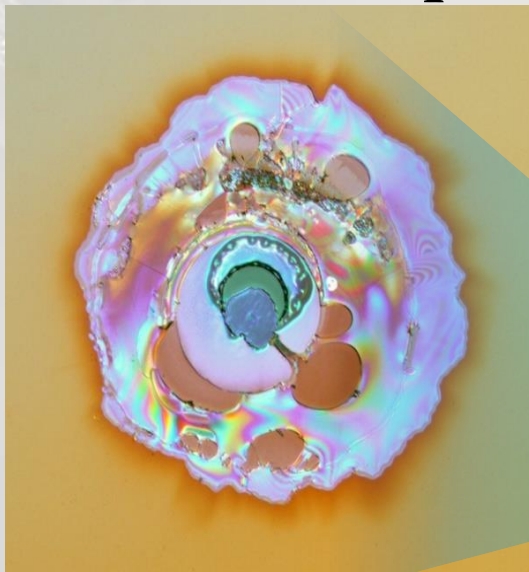
For research that contributed improvement of LIDT measurement accuracy as well as understanding of fundamental mechanisms of laser damage



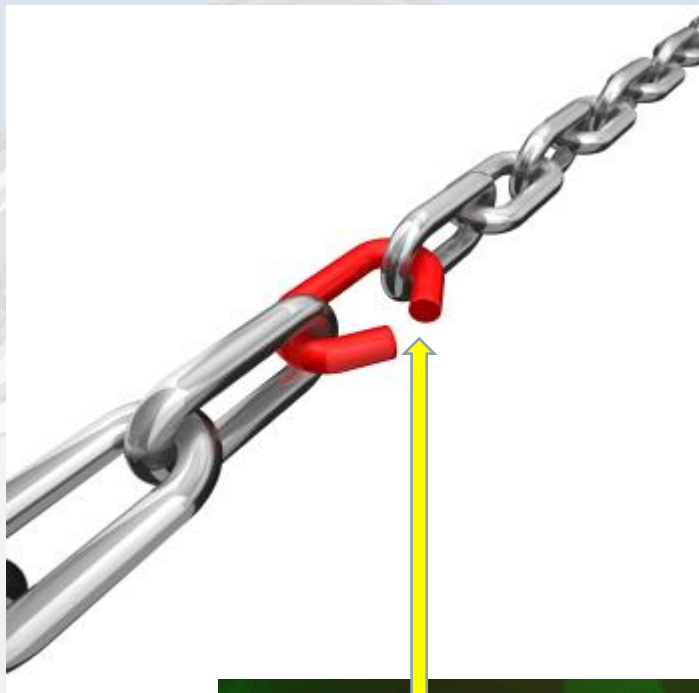
LIDARIS: business idea

Principle of material science states that everything can be damaged.

⇒ Optics can be damaged by lasers

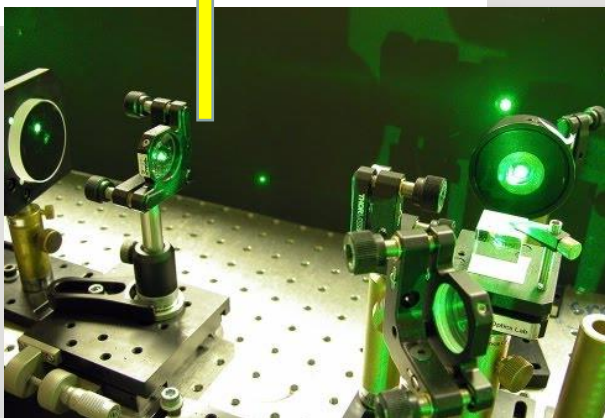


LIDARIS: identified need



Each optical chain (laser) is strong as much as strong is the weakest part of a chain (optical elements)

Optics damage can degrade or completely destroy the performance of high power laser systems



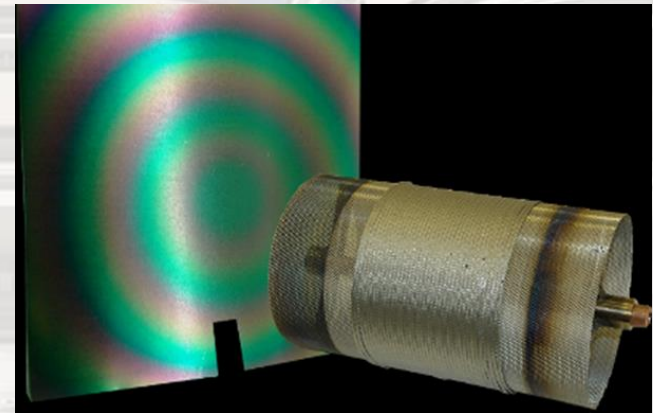
The only way to minimize this risk is to measure and know thresholds of the optics used

Core competences: assistance in optics development and characterization

Polishing optimization



Deposition optimization



Advanced LIDT metrology:



- Nanosecond and **femtosecond** regimes
- Vacuum
- High repetition rate
- Tunable wavelengths
- Sophisticated analysis



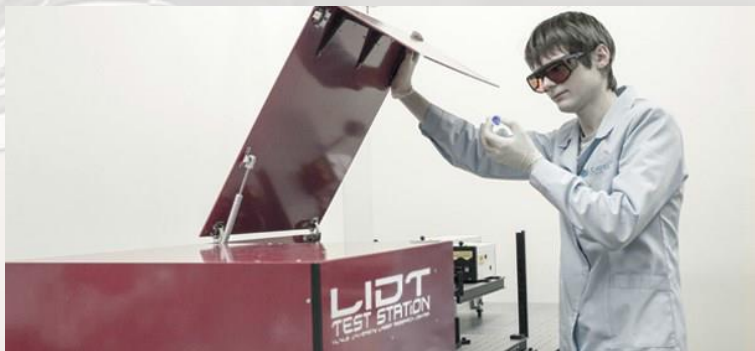
LIDARIS: needs behind the service

- Accurate optics **characterization** and **assistance in selection** of reliable optical components for specific applications
- **Optimization** of laser optics elements manufacturing processes towards higher LIDT and reduction of optical losses (industrial contracts)
- **Development** of laser damage **testing metrology** according to customers specific needs
- Periodic control of manufacturing quality, process stability and optics longevity testing (with 1 000 000 shots)
- **Consulting** on design of experiments (minimization of R&D costs)

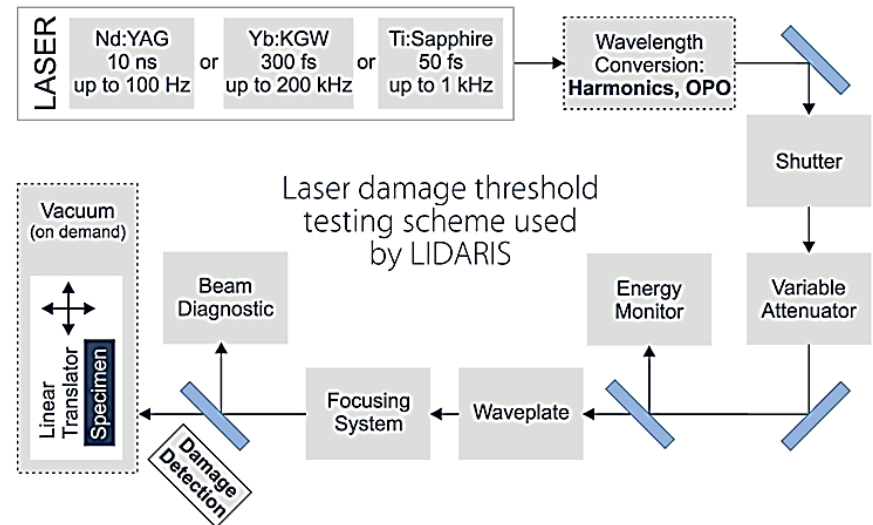


LIDARIS: technology

Runs 4 in house developed automated measurement systems dedicated to high accuracy LIDT testing in accordance with international *ISO21254* standard



How we do it?





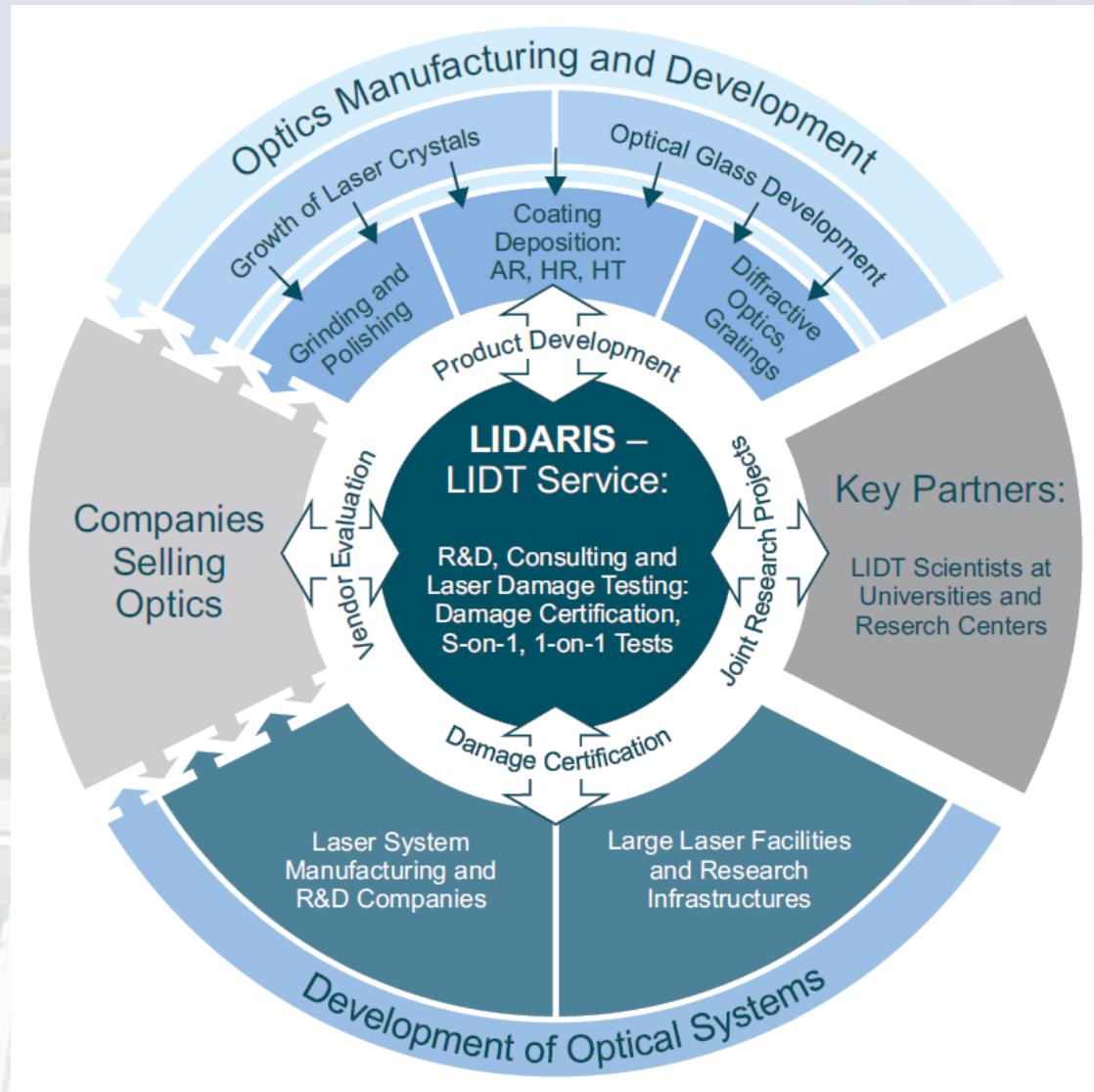
LIDARIS: key benefits appreciated by customers

Time, money and good reputation

saved by team of experts with
>10 years of research experience
in the field of high power optics testing

LIDARIS: customers

- Companies producing optical parts
- Companies selling various optical parts
- Companies that are building lasers
- Scientists and engineers who are developing new optics





LIDARIS: reasons for start-up

- Willingness to commercialize knowledge and skills gained during 10 years of scientific research in the field of laser-induced damage testing
- Loss of experienced and skilled staff due to unsteady funding of the scientific projects
- Guaranteed Vilnius University support (located in VU premises, renting of equipment)
- LIDARIS in 2012 received funding for establishment of a start-up company from Agency for Science, Innovation and Technology (MITA) in Lithuania



LIDARIS: Formal aspects

- Agreement regarding commercialization of technology developed by scientists at VU Laser Research Center
“Practical implementation of optical testing according ISO-21254 standard: accurate measurements with high throughput”
- Renting agreement to use infrastructure of Vilnius University Laser Research Open Access Center



Benefits for Vilnius University

- Direct feedback from industry regarding the science that needs to be conducted
- Additional incomes from renting equipment
- Know how is not scattered because of lack of permanent positions
- A work place for perspective students



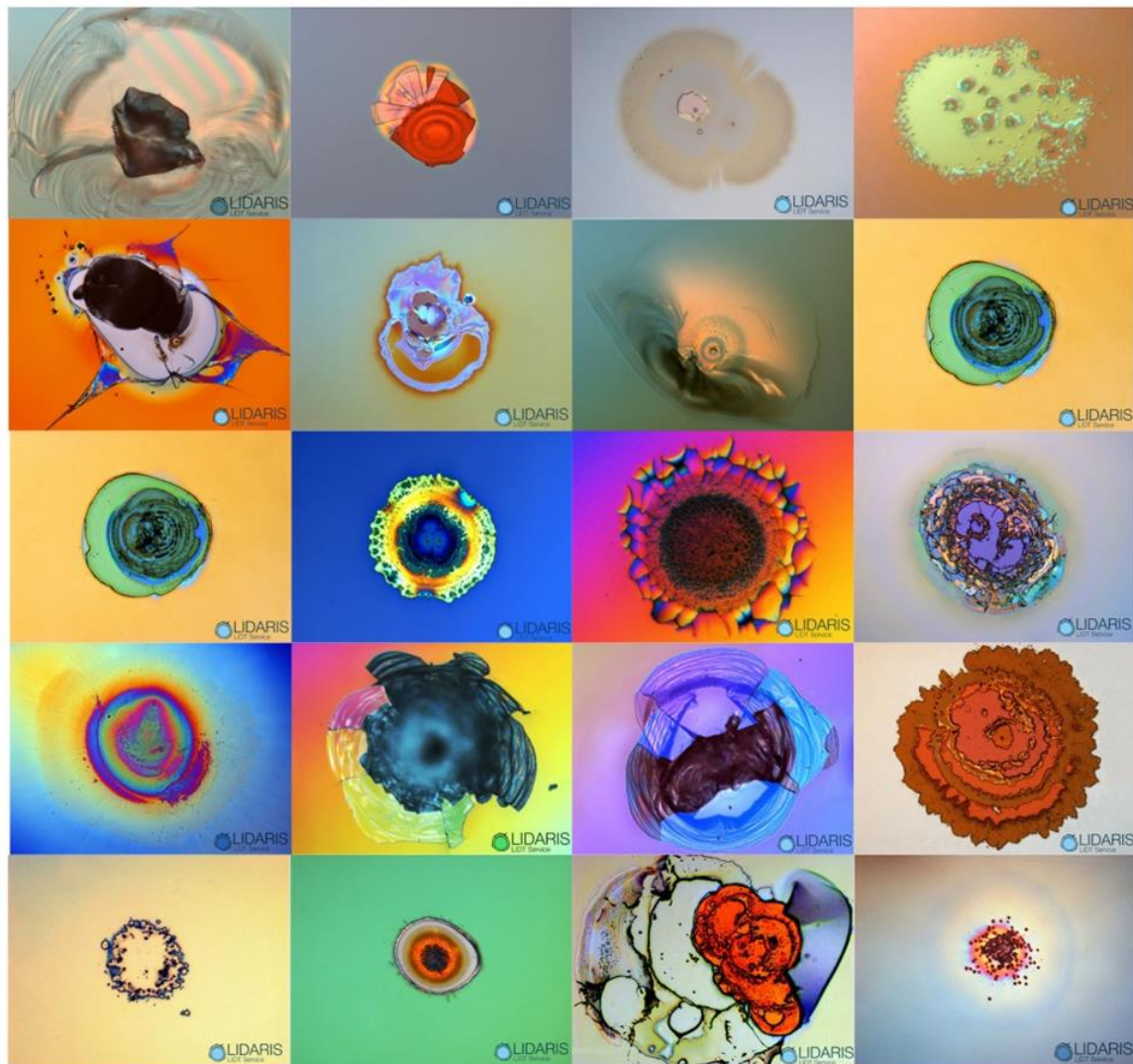
Benefits for LIDARIS

- Collaboration with key companies from the laser industry
- Reduced gap between in-house assumptions and actual market needs
- Flexibility in planning own budget: purchasing things are much easier and faster
- Stabilized income helps to maintain team and keep knowledge in house



LIDARIS: Damage of a week

facebook.com/LidarisLtd





Thank you for your attention.

Questions?

PANEL DISCUSSION.

R&D and New Products: Key Ingredients To Succeed in Baltics and Nordic.

- **Mr. Petteri Sinervo**
The Brahea Centre, University of Turku (Finland)
- **Dr. phys. Uldis Bethers**
University of Latvia, Laboratory for Mathematical Modelling of Environmental and Technological Processes (Latvia)
- **Mrs. Dalia Lukšienė**
Directorate for Research and Innovation, Vilnius University (Lithuania)
- **Mr. Sandis Kolomenskis**
DPA SQUALIO (Latvia)
- **Mr. Kaapo Seppala**
The Brahea Centre, University of Turku (Finland)



UNIVERSITY
& BUSINESS

Co-operation through Success Stories

LUNCH

12:10-13:00

Cafe Daily

FROM BRIDGING
TO SUCCEEDING



UNIVERSITY
& BUSINESS

Co-operation through Success Stories

MAPPING OF EXPECTATIONS IN BUILDING SUSTAINABLE COOPERATION BETWEEN EMPLOYERS AND ACADEMIC INSTITUTIONS.

- **Mr. Uldis Pāvuls**

Competence development consultant and trainer,
partner at Energise, Ltd.



FROM BRIDGING
TO SUCCEEDING

CASE STUDY.

Demand Driven Education Opportunities. Combining Work And Education.

- **Mrs. Elisabeth Faret**

Manager of the Continuing Education and LLL unit
at the University of Stavanger (Norway)





Demand driven education opportunities “Combining work and education”

Elisabeth Faret

Director of UoS Executive Education /LLL unit of the University of Stavanger

University of Stavanger

uis.no

3/21/2014



University of
Stavanger

Stavanger, Europe

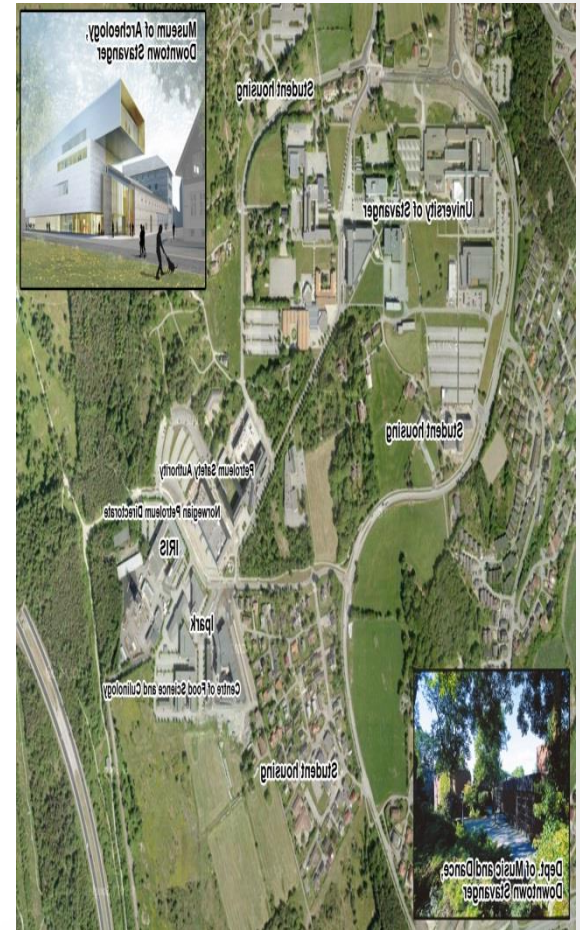
Stavanger

Riga



University of Stavanger, Norway

- The University is situated in the most attractive region in the country, with some 300 000 inhabitants.
- Stavanger is the oil and energy capital in Norway with a dynamic job market and exciting culture- and leisure activities.
- The interplay between the university and society and business is rich and diverse.



University of Stavanger

- 1300 faculty, administration and service staff
- 9400 students (LLL Unit 1865 student not included)
- 1000 international students



No tuition fees!

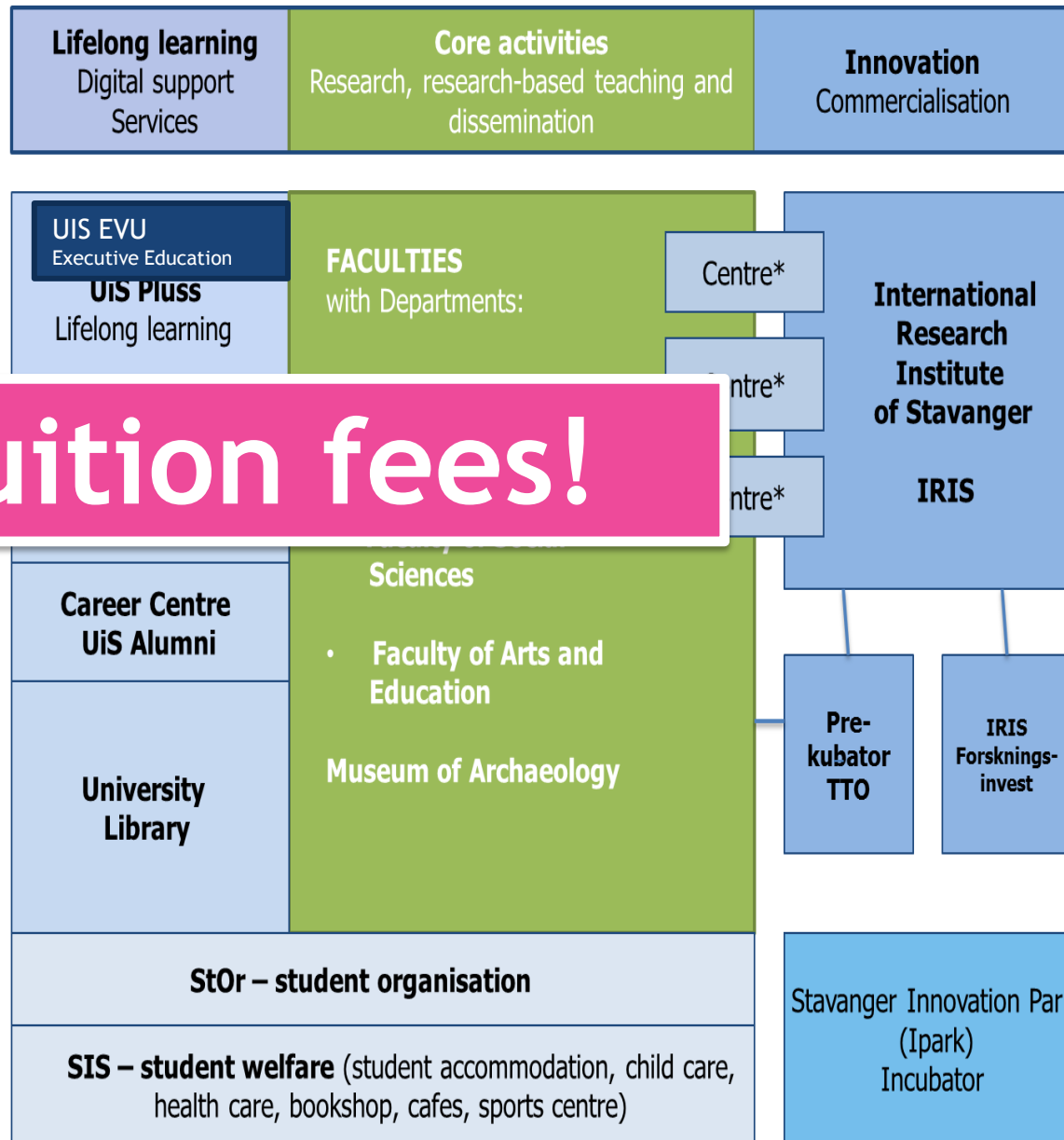




Photo: E. Tønnessen



Photo: E. Tønnessen



Photo: S. Sibjørnsen



Photo: S. Sibjørnsen

Background; demand driven education opportunities

- Unemployment rate in Norway: 3,0 %
- 2,7 career changes. Low birth rate, high influence of elder in the work force.
- Very good interplay between the university and society and business is rich and diverse.

NO tuition fees!



Background; demand driven education opportunities

- People often returns to tertiary education, after enter the labour marked as a full time student.
- The LLL paradigme has challenged this education modus as much more flexible and adaptable into person's working life.

MASTER OF TECHNOLOGY AND OPERATIONS MANAGEMENT

Combine job and education

evu@uis.no



Background; demand driven education opportunities

- In the Norwegian HE system the universities and university colleges are ascribed the task of providing Lifelong Learning/ Continuing Education.
- There has been an increasing demand for work-life adjusted education and specialization from the third sector.



Challenges these LLL units must face

- *How to succeed with fully paid-for education in a country that is not only a high cost country, but where the same education is also available for free?*
- Norwegian accountancy rules require that book keeping for these kinds of arrangements are kept fully separate from the general educational activities, so that no cross-subsidization occurs, and strict financial regulations apply



KOMBINER JOBB
OG UTDANNING

What did the University of Stavanger do?

- Provide work-life adapted education within a self-cost model
- Establish work-life adapted education in close relationship with the third sector adjusted to regional and national needs for expertise (focus groups)
- Developed a unit within the university with prime focus on serving the third sector needs for work-life education and specialization, which is 100% self-financed.
- Focus groups!

LLL Unit

- Within this frame the current LLL Unit was established in 2008
- The organization of this unit is characterized by being flexible and solution orientated.
- In this way the LLL Unit working method is process oriented and the clue is to address the right questions and find the possible answers.

New Master in
Technology and
Operations
Management



Questions like the following were addressed

- How to plan and organize flexible learning and education offered by UoS within the given frame?
- How can the LLL unit be the mediator in the relationship between the University and external partners?
- How to develop master programs that both meet the third sector's need for specialization and are rooted in the academic competencies and expertise of the staff at the UoS?
- How to develop educational programs that are tailored to businesses and the participants needs?

The LLL Unit was given a clear goal

- *To be unique and to add value to the University by close communication and cooperation with the third sector and in so doing develop knowledge about the markets need for expertise.*
- *The unit should adapt to the appropriate administrative tools, have expertise on national rules and regulations regarding Continuing Education and LLL.*
- *The LLL unit should focus on commercial aspects of their activities with a clear goal of economic surplus.*



LLL Unit

- There are 10 full time employees.
- The academic staff needed for teaching is hired among the academic staff at the UoS.
- The academic staff at the university is engaged in teaching and ensuring the academic quality of the education.
- There are agreements of cooperation between the LLL unit and several departments at the university to provide qualified academic staff for the education/courses.
- All the activities at the LLL unit are 100% self-financed, and has an annual surplus of 20%.

Achievements and Impact

- In 2014 the LLL Unit, in close cooperation with third sector and the academic staff at the university, has developed six different master programs which are work-life adapted education.
- The LLL Unit at the UoS has become the leading LLL Unit in Norway within the work-life adapted education.
- In 2013 there was 800-1000 customers (i.e. students) assigned to master degrees provided by the LLL Unit. Total of 1865 customer (i.e. student).
- The LLL Unit has an annual turnover of 34 MNOK (4,1 M€)

«Lessons learned»

- Close communication and cooperation with the third sector is essential (focus group)
- It is important to offer master programs, rather than single courses
- It is important to offer work-life adjusted education
- It is important to consider the student as customer
- It is important to get the best qualified academic staff (for doing the tutoring but not the “sale” 😊)

MASTER OF TECHNOLOGY AND OPERATIONS MANAGEMENT

Combine job and education

evu@uis.no

LLL part of the UIS strategy - «giving back to the society» as well as creating income for the university.

EXECUTIVE MBA

Kombiner jobb og utdanning

evu@uis.no

MASTER I RISIKOSTYRING OG SIKKERHETSLEDELSE

Kombiner jobb og utdanning

evu@uis.no



NORSK LUFTAMBULANSE



University of
Stavanger

MASTER IN PRE-HOSPITAL CRITICAL CARE (PHCC)

Combining work and education

evu@uis.no

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University of
Stavanger



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Stavanger

CASE STUDY.

Development of curriculum and students practical skills through collaboration with business: the case of students association “Tomorrow projects”.

- **Mrs. Henrika Šakienė**

Head of International Business and Marketing chair, SMK
University of Applied Social Sciences (Lithuania)



FROM BRIDGING
TO SUCCEEDING

CASE STUDY

Students curriculum development in the students association “Tomorrow Projects”

The Aim

Help to solve youth unemployment problems and increase youth entrepreneurial abilities

Project Objectives

- 💧 To provide a “learning by doing” experience for students
- 💧 To bring the academic knowledge to the business world and vice versa
- 💧 To foster entrepreneurial skills of the students
- 💧 To enhance the employability of students and graduates in a local market

JE “Tomorrow Projects”

- ◆ Group of various study programmes students
- ◆ Supervising lecturer
- ◆ Projects with local businesses
- ◆ Cooperation with graduates
- ◆ Participation in various competitions

Develop Soft Skills

- 💧 Team management
- 💧 Project management
- 💧 Public speaking
- 💧 Negotiation
- 💧 Selling

Implemented Projects

- ◆ creation and development of Website for global initiative Europe Future Visioneers;
- ◆ creation and design of visualization for the festival of Young Music (posters, diplomas, advertisements in newspapers);
- ◆ implemented market research orders;
- ◆ advertisements designs.

Project Outputs

- 💧 15 students engaged
- 💧 10 projects completed in collaboration with business enterprises
- 💧 participation in 6 national and international competitions

Lessons Learned

- 💧 The collaboration can provide a lot of resources and material, necessary for qualitative and innovative implementation of study process
- 💧 The after lectures activities develop extra skills of students (especially soft skills)
- 💧 The role and impact of coordinating lecturer is very high

CASE STUDY.

Cross-border business coaching: how higher education institutions can help businesses by providing integrated LLL and consultancy services.

- **Mrs. Asta Varanauskienė**

Head of Business and Science Centre, SMK
University of Applied Social Sciences (Lithuania)



FROM BRIDGING
TO SUCCEEDING



CROSS-BORDER BUSINESS COACHING:

HOW HIGHER EDUCATION INSTITUTIONS

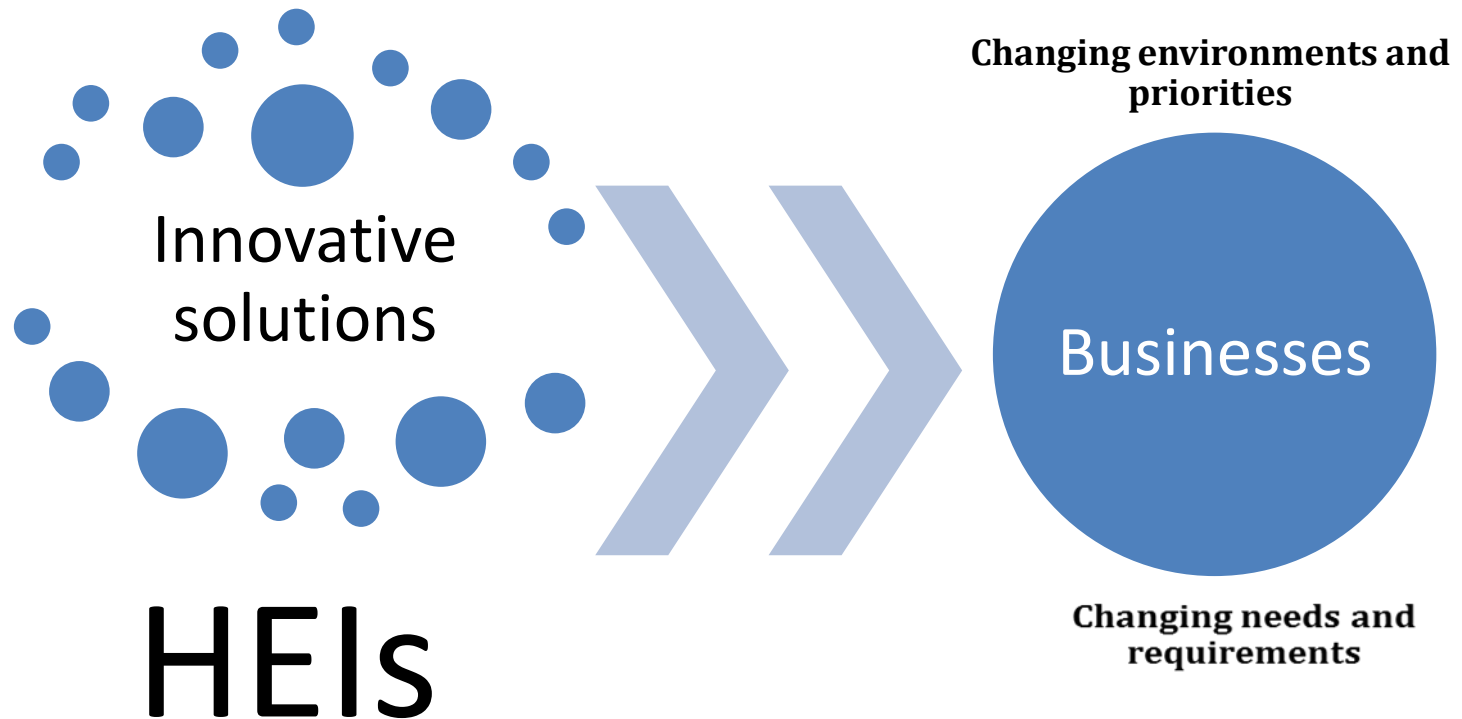
CAN HELP BUSINESSES BY PROVIDING INTEGRATED

LLL AND CONSULTANCY SERVICES

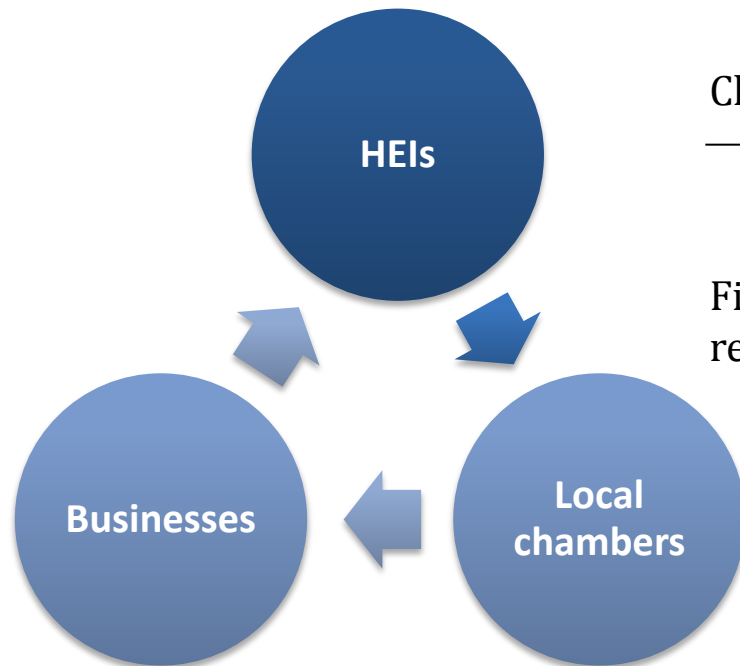
Asta Varanauskiene
Science and Business Center
SMK University of Applied Social Sciences



HEIs AS IMPORTANT AND ACTIVE CATALYSTS OF INNOVATIONS IN THE REGIONS



IMPORTANCE OF THE CONSTANT COOPERATIVE RELATIONS

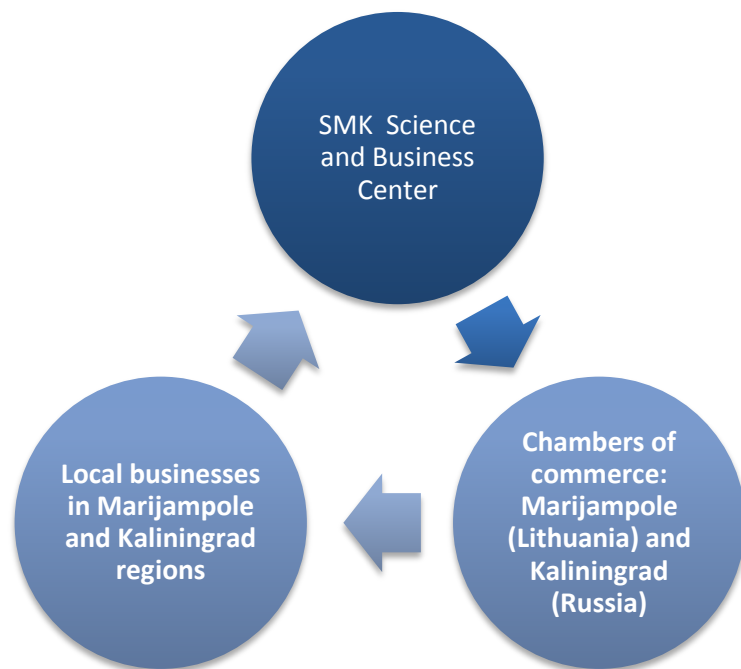


Choice and involvement of different stakeholders
—————> **Better analysis and understanding of situation/problematic aspects/challenges**

Finding possibilities for building of strong, constant relations —————> **Continuity and better solutions**

Better solutions and innovative ideas —————> **Higher value/higher competitiveness of businesses/region**

CROSS-BORDER BUSINESS COACHING CASE (1)



20 companies



KALININGRAD CHAMBER
OF COMMERCE AND INDUSTRY



MARIJAMPOLE BRANCH OFFICE
OF KAUNAS CHAMBER OF COMMERCE,
INDUSTRY AND CRAFTS

CROSS-BORDER BUSINESS COACHING CASE (2)

Choice and involvement of different stakeholders

Better analysis and understanding of situation/problematic aspects/challenges

Discussions, Live Lab of ideas

- insufficient access to innovative public services, training services, enhancing competitiveness and internationalization of SMEs';
- the lack of diversity of services targeting SMEs' start-ups on regional level;
- insufficient application of innovative instruments for management and solving issues of SMEs', lack of knowledge and skills;
- the lack of innovative activities, targeted at fostering cross-border cooperation of SMEs';
- insufficient experience of SMEs' in the field of international cooperation (Lithuania with the Federation of Russia);
- weak cooperation and lack of common objectives between the SMEs' and business support organizations.

CROSS-BORDER BUSINESS COACHING CASE (3)

Finding possibilities for building of strong, constant relations
Continuity and better solutions



Long and short term
agreements
Research
Special solutions

2 special, tailor made training programs have been created and implemented

Training program for preparation of business coaching professionals

The aim of program was to transform the specialists and consultants, working in local chambers and providing the consultancy services for business, into professional business coaches, having all knowledge and skills, necessary for provision of professional business advisory services.

Cross border business coaching program

The main goal of training program was to promote creativity and innovation among entrepreneurs in cross-border business culture, as well as to promote cross-border business cooperation and innovation activities.

CROSS-BORDER BUSINESS COACHING CASE (4)

Special solutions

The training programs have been designed as to meet in full potential the needs of the people and enterprises, attending the training: prior learning and working experience has been taken into account.

Training program for preparation of business coaching professionals has been prepared and implemented taking into account the ICF requirements and recommendations, so this learning experience for the training participants gives the possibilities to seek ICF coach recognition.

Both training programs have been based on the provision of special support and counseling, in this way the training participants received not only theoretical aspects and models of acting, but were given the possibilities to implement them practically (70 % of each program contained practical workshops and completion of real tasks).

Modern forms/ways of learning

- learning in a social network world (co-working, networking)
- the context of learning: personalized, mobile, relevant
- blended learning
- coaching as special form of teaching

New collaboration technologies

- development of special online platform for implementation of both training programs

CROSS-BORDER BUSINESS COACHING CASE (5)

Better solutions and innovative ideas

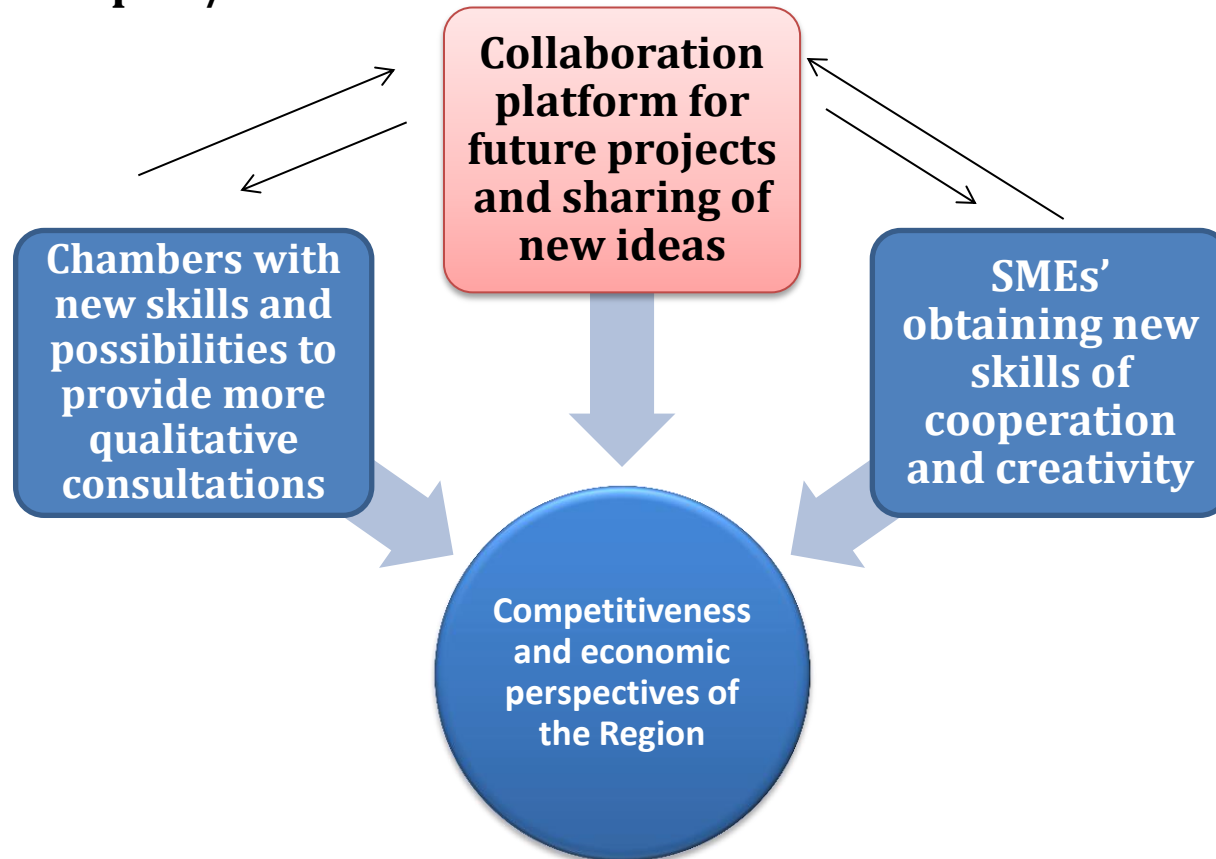
Higher value/higher competitiveness of businesses/region

Results/impact:

- the knowledge and skills of specialists from business support organizations in Marijampole, Kaunas (Lithuania) and Kaliningrad (Russia) regions have been strengthened, 20 business coaches prepared;
- 2 international groups of representatives of SMEs', 40 people trained and coached to start and develop cross border business and cooperation, 20 companies have strengthened cross-border business capacities and competitiveness;
- 10 new business ideas have been developed and agreements of cooperation between SMEs' from Lithuania and Russia have been signed.

CROSS-BORDER BUSINESS COACHING CASE (6)

Long term impact/value



Thank You for attention

PANEL DISCUSSION.

Employment Relationships: Future Employees And Employers Shaking Up The Old Rules.

- **Mr. Uldis Pāvuls**
Competence development consultant and trainer, partner at Energise Ltd.
- **Mrs. Elisabeth Faret**
Continuing Education and LLL unit at the University of Stavanger (Norway)
- **Mrs. Henrika Šakienė**
International Business and Marketing, SMK University of Applied Social Sciences (Lithuania)
- **Mrs. Asta Varanauskienė**
Business and Science Centre, SMK University of Applied Social Sciences (Lithuania)
- **Mrs. Signe Enkuzēna**
HR Director, DPA Ltd. (Latvia)

KEYNOTE ADDRESS

- **H.E. Mrs. Pirkko Hämäläinen**
Ambassador of Finland to Latvia

Fromg Bridging to Succeeding

Pirkko Hämäläinen

Ambassador of Finland to Latvia

20.3.2014



Basics about Finland

- Independent parliamentary democracy 1917
- Member of the Eurozone 2002, only Eurozone country among Nordic countries
- Population 5,4 milj. Sixth largest country in Europe, 188 000 lakes and 179 000 islands
- Population density 17,9 people per square kilometer
- GDP per capita 35 928 € (2012)
- R&D as a proportion of GDP 3,5 %



Great place to live

- Finland: leading innovation country.
 - With comparatively little resources
 - Rating of the Newsweek –magazine: The editors of *Newsweek* draw their conclusion based on five criteria: health, economic dynamism, education, political environment and quality of life. "Despite the long winter, Finland is a pretty great place to be – the best actually." (2014)
- Challenges:
 - Globalization
 - Demographics
 - Changing circumstances
 - Sustainable development & new technologies

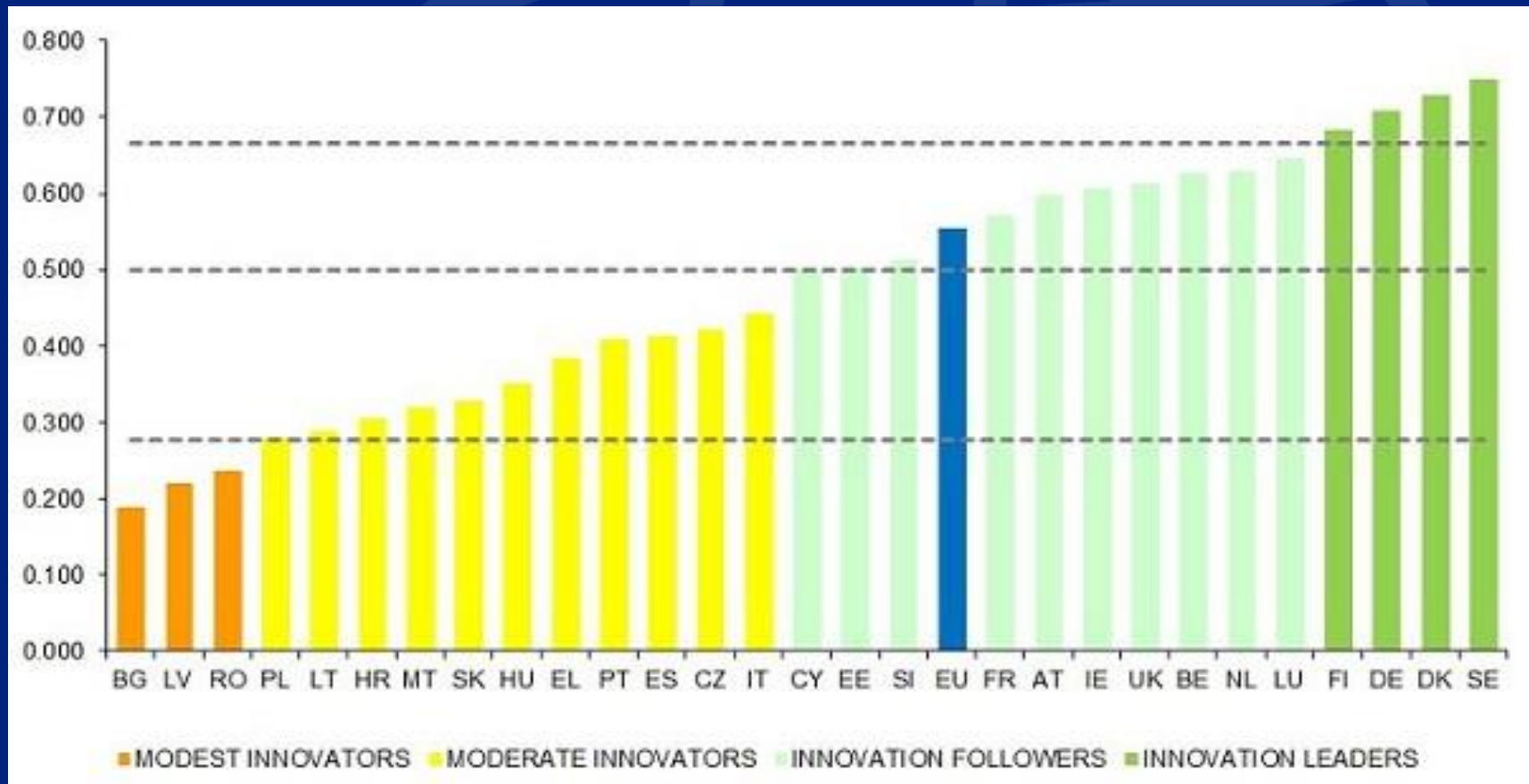


Highly ranked internationally

- PISA-results: In reading – the Finns are number one in Europe, number three in the OECD and number six overall. Scientific literacy also remains strong, with Finnish students first among European nations, third among OECD countries, and fifth overall. (2013 results)
- Finland was ranked third overall in the WEF's Global (World Economic Forum) Competitiveness Report 2013-2014, after Switzerland and Singapore
- In terms of innovation capability Finland was ranked second, Finland's track record in introducing and deploying new technology was seen as a particular strength



Innovation Scorecard 2014 (March 2014)



National policy guidelines 2011-2015

- The aim is for Finland to strengthen its position among the world's leading knowledge- and skills-based countries. Growth in productivity is a prerequisite for balanced, sustainable financial development.
- Guidelines in brief:
 - Research, development and innovation activity funding: the target level is four per cent of GDP from which the government funding would make 1,2 per cent.
 - Shift in the funding focus to small and medium-sized, growth-oriented enterprises aiming to enter international markets.
 - Innovation policy focus areas include environmental business, the mining industry, the forest and bioeconomy sectors and the service sector.
 - Tax incentives for companies for research and development
 - Strategic Centres of Excellence for science, technology and innovation (SHOKs)
 - University reform: funding, centralization of research and societal use



Three elements to develop

- Building up the basis for financing, structure and humanresources in the society in order to make success possible
- Investments in long term goals:
 - Education
 - Research
 - Innovations

Commitment to these goals by all the actors

Target: 70 % of financing from the private sector and 30 % from the state



Actors in R & D in Finland

- Academy of Finland

- Finance high-quality scientific research, act as a science and science policy expert, and strengthen the position of science and research in Finnish society (www.aka.fi)

Finnvera

- financing company owned by the State of Finland with official Export Credit Agency (ECA)(WWW.finnvera.fi)

Ministry of Employment and Economy

- Responsible for underspinning entrepreneurship and innovation, ensuring a well-functioning labour market and promoting regional development (www.tem.fi)



Actors in R & D in Finland

- Sitra
 - Independent public foundation that operates under the supervision of Parliament and is dedicated to promoting stable and balanced development in Finland, the growth and international competitiveness of the Finnish economy and cooperation (www.sitra.fi)

Strategic Centres for Science Technology and Innovation

Serving as public-private partnerships basis

CLEEN, FIBIC; FIMECC, RYM; SaWE; TIVIT



Actors in R & D in Finland

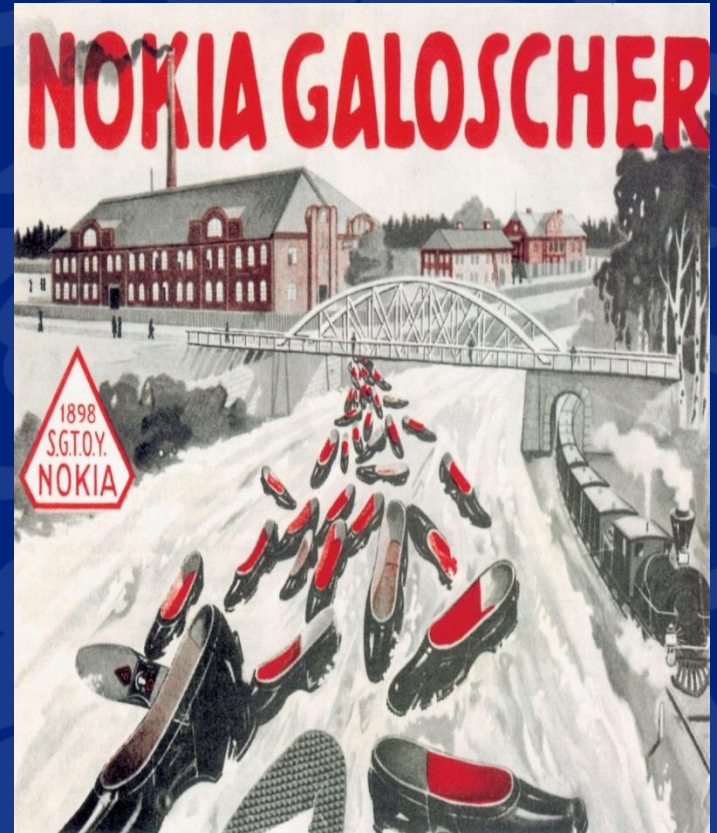
- Tekes, the Finnish Funding Agency for Technology and Innovation
 - Finances 1500 business research and development projects annually, as well as 600 public research projects at universities, research institutes and polytechnics (www.tekes.fi)

VTT Technology Research Centre of Finland
Northern Europe's largest multidisciplinary research
organisation



The story of Nokia

- Probably the most prominent and known Finnish company
- Started as a rubber boot company, "Suomen Gummitehdas Oy", and was founded already in **1865**.
- **1922** purchase of Cabel company "Suomen kaapelitehdas".
- **1968** Forming of Nokia Shareholding company; all businesses were combined under one roof.



The story of Nokia

- Throughout the later half of 20th century innovations on car phones, VHF-phones, televisions, computers...
- Breakthrough 1980's: 1982 NMT-phone, 1989 GSM-phone.
- 1990's a decision implemented by Jorma Ollila: concentration on mobile phones and networks. Television and computer businesses were shut down and "the rubber side" was reformed when Nokia Tyres and Nokian Footwear were split from the corporation to separate companies.
- Rise to leading and biggest mobile phone producer in world



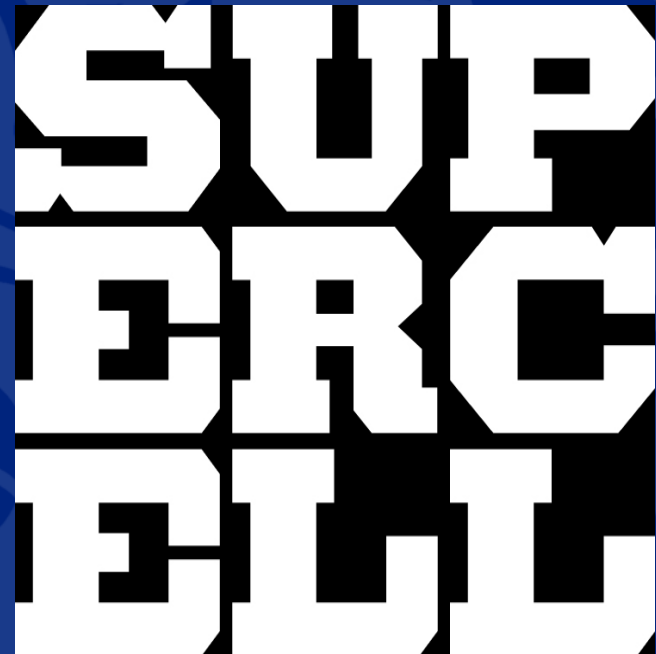
The Story of Nokia

- Market leader globally. Market share even at 2007 was around 50%.
- Competition in smart phones: fall of Nokia
- Technology was there, but decision was not use it: for example touching screens and own system platforms were innovated, but not taken in use. Android phones and iPhones passed Nokia.
- Nokia's mobile operating business was sold to Microsoft September 2013.
- Nokia as NSN (Nokia Siemens Network)



Supercell

- Game developing company for mobiles and tablet computers, founded 2011.
- Last business year: turnover 75 million euros, profit 50 million euros. 51 % per cent of the company was acquired by Japanese gaming companies in September 2013 for 1,1 billion euros.
- As a start-up got funding and loans worth 2 million euros from Tekes – since end of last year has paid around 44 million euros of taxes.
 - Considered as one of the best examples of how Tekes can aid, fund and help promising and young companies to blossom.



Thank you!



CASE STUDY.

Driving Value From Efficient Knowledge Triangle: Research, Education And Innovation. CaptureIn.

- **Mr. Aigars Jaundālders**
Head of Startup Business Group, DPA (Latvia)



FROM BRIDGING
TO SUCCEEDING

Driving Value From Efficient Knowledge Triangle: Research, Education And Innovation

Case Study : CaptureIn

Aigars Jaundālders
Head of Startup Business Group
DPA
UBC Assembly
March 20th, 2014



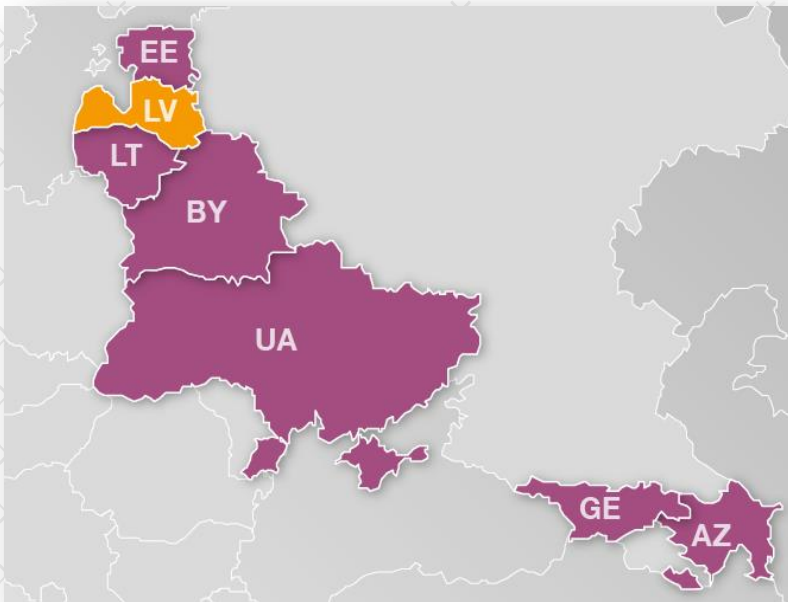
DPA

➤ DPA is a Latvian IT company recognized by its strategic partners — Microsoft, IBM and Oracle, with 16 years of experience in the field. DPA provides IT infrastructure, security, identity and business solutions for more than 2000 customers in Latvia, Lithuania, Estonia, Belarus, Ukraine, Azerbaijan and Georgia .

➤ Established in **1997**

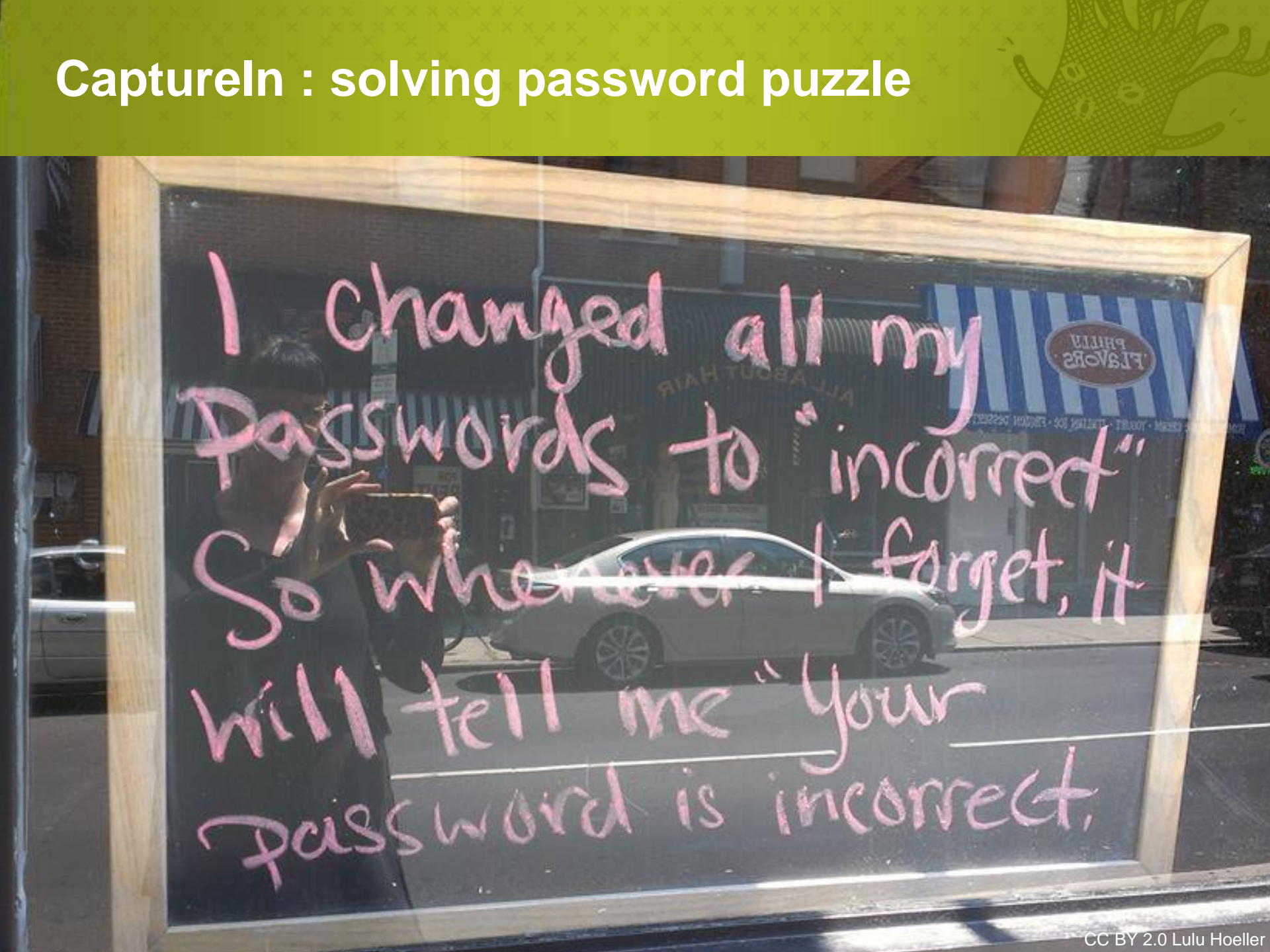
➤ Growing **presence in foreign markets**

➤ **Biggest and leading** IT company in Latvia with the national ownership



➤ **Biometrics, white hat security testing, complete software Quality Assurance lifecycle, own R&D**

CaptureIn : solving password puzzle

A photograph of a person in a black shirt holding a smartphone to take a picture of a chalkboard. The chalkboard is framed in wood and has pink chalk text written on it. The text is a recursive password puzzle. In the background, a street scene is visible through the glass, including a white car and a building with a blue and white striped awning that has a logo for 'PHILLY FLAVORS'.

I changed all my
passwords to "incorrect"
So whenever I forget, it
will tell me "your
password is incorrect."

CaptureIn



CaptureIn

convenient security for everyone

[Home](#)

[How it works](#)

[Privacy](#)

[Developers](#)

[Contact us](#)

SECURITY MADE SIMPLE.
NO PASSWORDS.



CaptureIn replaces passwords altogether. We don't hide them, we replace them for any online service. No passwords to remember or store means easier life for everyone - web site owners, banks, governments, but most importantly - every online citizen.

UNIQUE

[Learn more about our uniqueness...](#)

SECURE

[No passwords means nothing to loose or steal...](#)

SIMPLE

[It is easier than taking a photo with your phone...](#)

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no passwords

smartphone assisted

simple and secure at the same time

www.capturein.com

UBC : how should it look like



fair

FF

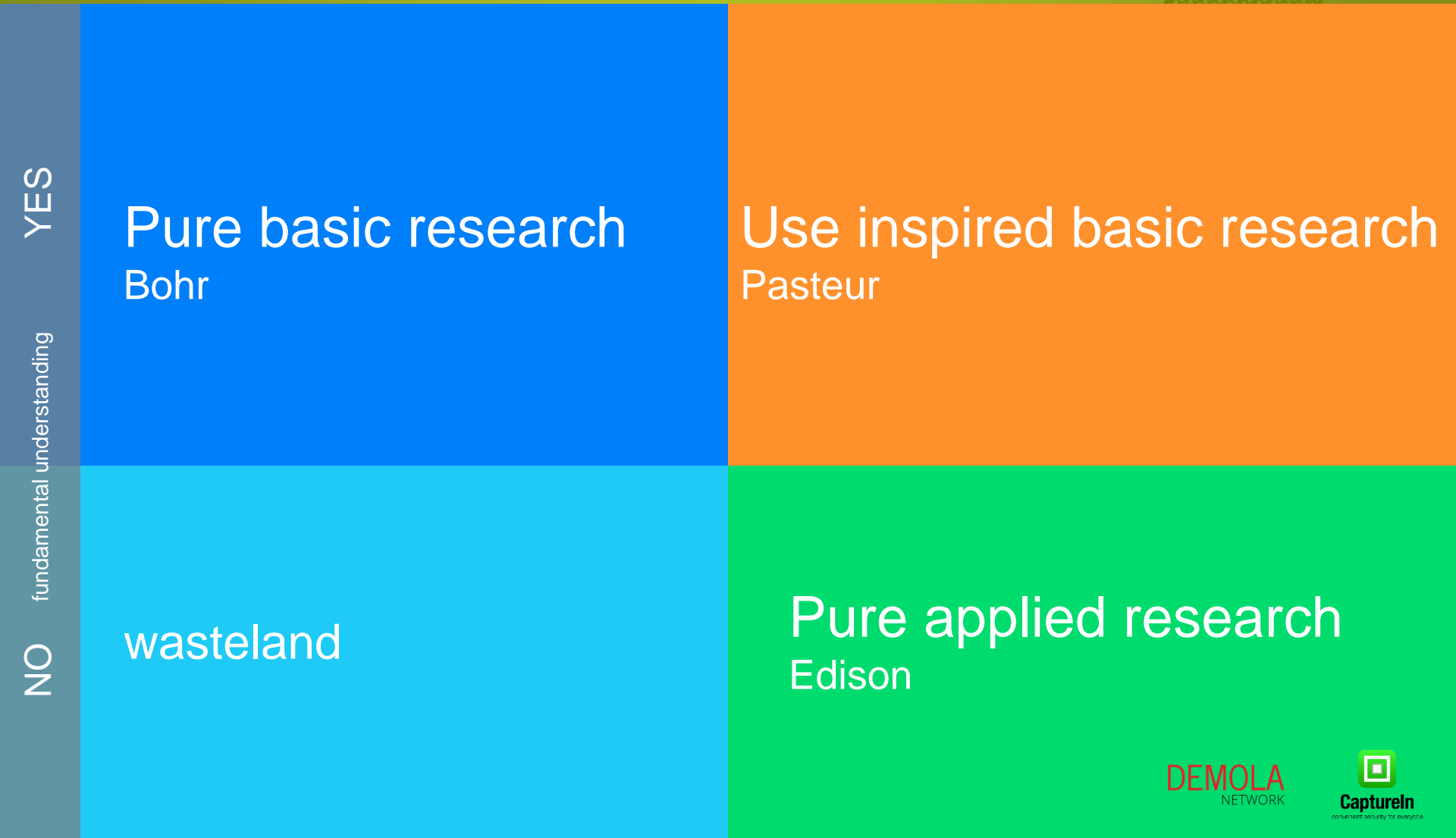
focused

UBC : challenge for companies...

**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549**

FORM 10-Q

UBC : focus where?



DEMOLA
NETWORK



Thank you

You can find out more about us at:

www.dpa.lv

www.capturein.com

dpa.lv
dpa.lt
dpa.ua
dpa.by
dpa.ge



CASE STUDY.

«Prince Albert of Monaco? Yes, he'll be here in a few minutes.» University strategic resilience and the case of EVS24 in Stavanger.

- **Mr. Ståle Oftedal**
CEO at Toyota Sørvest (Norway)
- **Mr. Stig Selmer-Anderssen**
University of Stavanger (Norway)





«Prince Albert of Monaco? Yes, he'll be here in a few minutes.»

University strategic resilience and the case of EVS-24 in Stavanger

Ståle Oftedal, CEO, Toyota SØRVEST AS, Norway
Stig Selmer-Anderssen, Advisor, University of Stavanger, Norway

Riga, Latvia, March 20th, 2014



Universitetet
i Stavanger

University strategic resilience and the case of EVS-24 in Stavanger

Overview:

- 1) Strategic resilience in multi authority organisations
- 2) The EVS phenomenon
- 3) The EVS-24 event and the process behind it
- 4) EVS-24 and strategic resilience, analysis and preliminary findings





Multi authority organisations

The governance triangle:

- Principle of owner's managerial prerogative
- Principle of institutional autonomy
- Principle of academic freedom

Multi authority in the HE sector in Europe

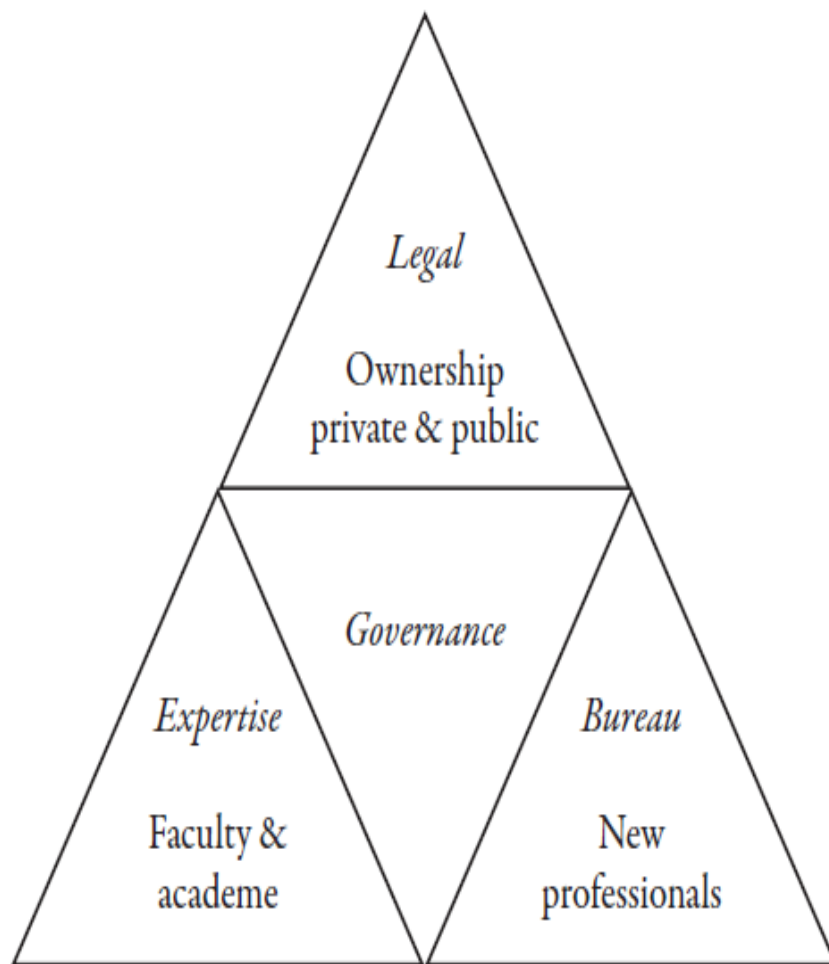


Figure 2.1 The Governance Triangle

Karlsen, J. E. (2013). 'Reframing University Adaptation'. I Karlsen, J. E. & Pritchard, R. M. O.(red). Resilient Universities: Confronting Challenges in a Changing World, s. 17-52. Bern: Peter angprerogative



Resilience

External and internal changes makes it necessary for universities to improve their resilience to better adapt to the changes.

- Improved efficiency and responding to market needs
- Decrease in public funding
- Increasing competition
- NPM

Karlsen, J. E. & Pritchard, R. M. O.(red)(2013): *Resilient Universities: Confronting Challenges in a Changing World*, passim



Resilience

Organisational resilience:

- Improved by resource slack
- Improved by variety
- Weakened by orderliness
- Weakened by predictability

Jmf Weick, K. E. og Sutcliffe, K. M. (2007): *Managing the Unexpected. Resilient Performance in an Age of Uncertainty* (2ndre utg.), Vålikangas, Liisa og A. Georges L. Romme (2012a): “Building resilience capabilities at ‘Big Brown Box, Inc.’”, *Strategy & Leadership*, 40 (4), 43-45

EVS at the present

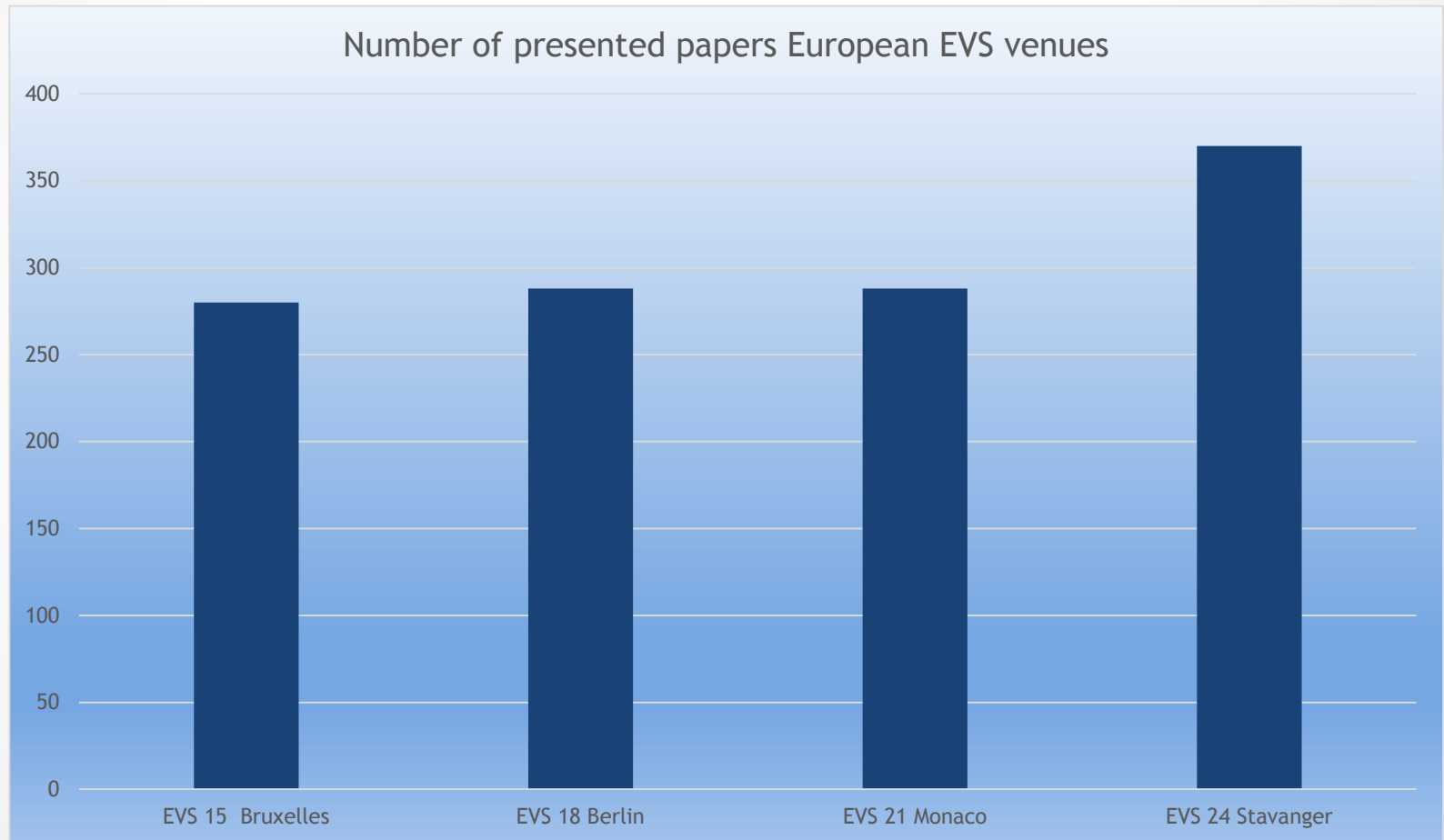


“It is my pleasure to welcome you to the 28th International Electric Symposium & Exhibition, which will be held from May 3 to May 6 in Korea. **EVS is one of the oldest world-wide symposiums, and in 2015, EVS will be 47 years old since its birth in 1969.** During the past five decades, EVS has remarkably contributed to the advancement of technology of electric vehicles and related fields. This was only possible through the active participation and great supports from distinguished experts around the world.”

EVS key facts and figures

- Symposium: The EVS-24 attained a total number of registrations of 2958 (including 120 press delegates).
- Of these, 1069 were registered as symposium participants, with about 70 % from Europe and Africa, 15 % from the Americas and 15 % from Asia and the Pacific.
- The Scientific Programme attracted 449 abstracts (up from 353 at EVS-23 in Anaheim, California), 370 presented papers (up from 250 at EVS-23, and up from 288 at EVS-21, 288 at EVS-18 and 280 at EVS-15, which were the three previous *European* EVS events).
- The nations with highest number of scientific paper presentations were Belgium (65 per million citizens), Norway (52) and China (51). Thereafter followed Portugal (31), the Netherlands (29), Austria (28), Russia (27) and Sweden (25).
- The papers were affiliated to Industry 18 %; University 41 %; University-Business Collaboration 16 %; Research organization 19 %; and others (NGOs, military, etc.) 6 %.
- + Viking environmental rally + One of the largest exhibitions ever + test drive facilities
- A document with recommendations for the future was developed and delivered to UN's climate panel.

EVS 24 - most successful Euro EVS ever





Development an history of EVS

- Electric Vehicle Symposium
- The EVS series began in 1969 as an academic forum for global networking and the exchange of technical information. As electric drive technologies progressed from the classrooms and laboratories into the marketplace, EVS blossomed into an event both academic and business oriented.
- Global governance, standardization and legislative matters has developed into the third leg in the EVS triangle.
- Today, the EVS series stands out as one of the premier examples of successful global triple helix operation / UBC activities.

Globalization history and EVS today

- 1969-1974 - Americas only
- 1974-1990 - Americas and Europe
- 1990 - today - Asia and the Pacific, Americas and Europe
- Today, the EVS series is recognized as the global electric transportation industry's premier and largest forum, showcasing all forms of technologies in the market place and on the drawing boards--from low speed battery electric vehicles to fuel cell electric buses. The event attracts academic, government and industry leaders from around the world who are interested in exploring and understanding the technical, policy and market challenges to a paradigm shift toward use of electric transportation technologies.

History of the EVS Symposia

- EVS-1 - November 1969 - Phoenix, Arizona
- EVS-2 - November 1971 - Atlantic City, New Jersey
- EVS-3 - February 1974 - Washington, D.C.
- EVS-4 - September 1976 - Dusseldorf, Germany
- EVS-5 - October 1978 - Philadelphia, Pennsylvania
- EVS-6 - October 1981 - Baltimore, Maryland
- EVS-7 - June 1984 - Versailles, France
- EVS-8 - October 1986 - Washington, D.C.
- EVS-9 - November 1988 - Toronto, Ontario
- EVS-10 - December 1990 - Hong Kong
- EVS-11 - September 1992 - Florence, Italy
- EVS-12 - December 1994 - Anaheim, California
- EVS-12 - December 1994 - Anaheim, California
- EVS-13 - October 1996 - Osaka, Japan
- EVS-14 - December 1997 - Orlando, Florida
- EVS-15 - October 1998 - Brussels, Belgium
- EVS-16 - October 1999 - Beijing, China
- EVS-17 - October 2000 - Montréal, Québec
- EVS-18 - October 2001 - Berlin, Germany
- EVS-19 - October 2002 - Busan, South Korea
- EVS-20 - November 2003 - Long Beach, California
- EVS-21 - April 2005 - Monaco
- EVS-22 - October 2006 - Yokohama, Japan
- EVS-23 - December 2007 - Anaheim, California
- **EVS-24 - May 2009 - Stavanger, Norway**
- EVS-25 - November 2010 - Shenzhen, China
- EVS-26 - May 2012 - Los Angeles, USA
- EVS-27 - November 2013 - Barcelona, Spain

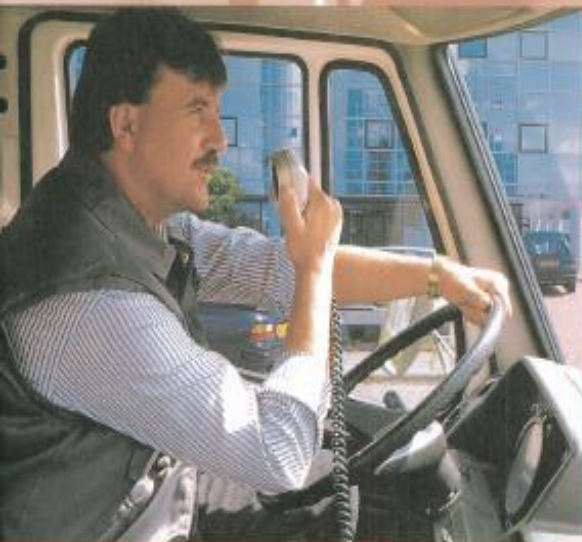




EUROPEAN
COMMISSION

T H E R M I E

Electric Vehicle City Distribution Systems



The
Elcidis
project



RUE

21.03.2014

CITIES PARTICIPATING IN ELCIDIS

A consortium of 7 cities and CITELEC are entrusted with the task of implementing ELCIDIS. The network of 7 cities represents a population of 3 200 000 inhabitants.



Rotterdam



Stockholms Stad



Communauté de Villes de
l'Agglomération de La Rochelle



Stadt Erlangen



Ville de La Louvière



Regione Lombardia



Stavanger



European Association of cities
interested in electric vehicles



Short why and how EVS 24 happened



Den norske EVS-komiteen på befarung i California for å reklamere for EVS 24 - bak Harald Røstvik og Tor Erik Mosæus, foran Sondre Lyngdal og Ståle Oftedal.

- Started out 2005 with the venue (Stv Forum) scanning lists of big conferences and contacting Røstvik for possible action in Stavanger.
- That same year, EVS-21 were hosted by Monaco, where both HNR and Prince Albert attended...
- We got municipal and county political support.
- We had the network into academia and NGOs, (HNR) and I had network into the «car world».
- Final approvement of Stavanger as venue in Yokohama 2006

The network experience



EVS promoting trip in Tokyo with the father of the Prius, Dr. Hirose with and the norwegian ambassador in Tokyo



Dr Takimoto, member of the board Toyota Motor Company responsible for environmental issues.Promotion and learning trip to EVS 22 in Yokohama 2006



His royal excellency Prince Albert



His Royal Highness Crown Prince Haakon of Norway



Amory Lovins of Rocky Mountains institute



My wife and singer Morten Harket from AHA.



With EU Vice President Margot Wallstrøm





UBC and global triple helix collaboration

- A single university collaborating with a single business, accommodated for within a single region... versus:
- A set of local and global academic collaborative networks across several disciplines,
- A set of local and global political, ministerial and governmental collaborations across several policy fields,
- A set of local and global business collaborations and networks across numerous business areas and across all business sizes
- EVS provides any-to-any connections between any of these



UBC and global triple helix collaboration

The institutional resilience perspective

Four-factor analysis:

- Denial - not seeing the need to adapt as 'real'
- Stabilizing forces
- Resource availability/constraints
- Homogeneity - level of alignment



UBC and global triple helix collaboration

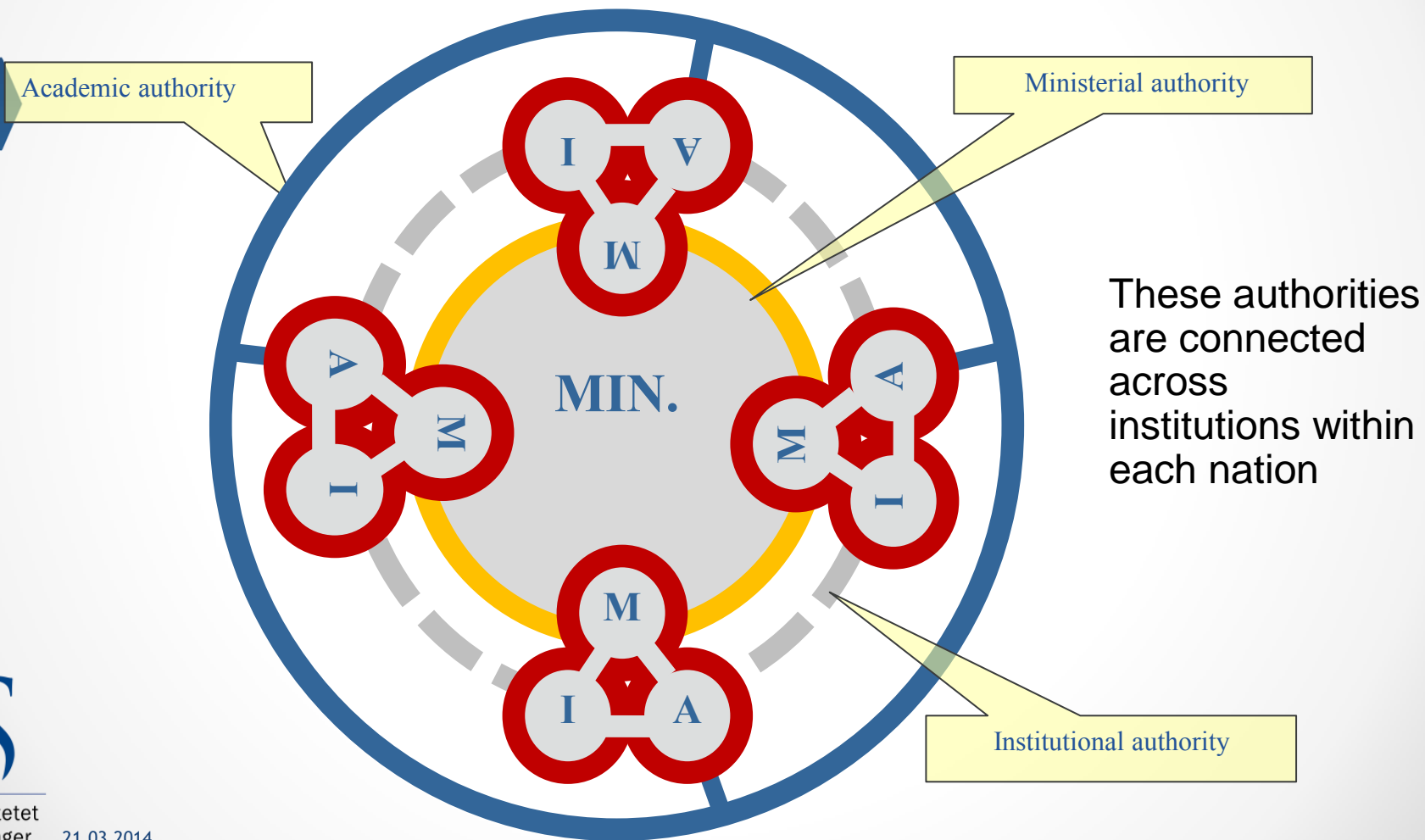
The institutional resilience perspective

UoS preliminary findings:

- The UoS-EVS24 UBC resulted in participation in symposium (paper presentations) as well as exhibition (stand participation)
- Evaluated by UoS as a successful participation academically as well as managerial
- However, qualitative as well as quantitative comparative analysis indicates less than optimum strategic resilience
- Preliminary findings seems to point to weak intramural as well as external cross-authority links

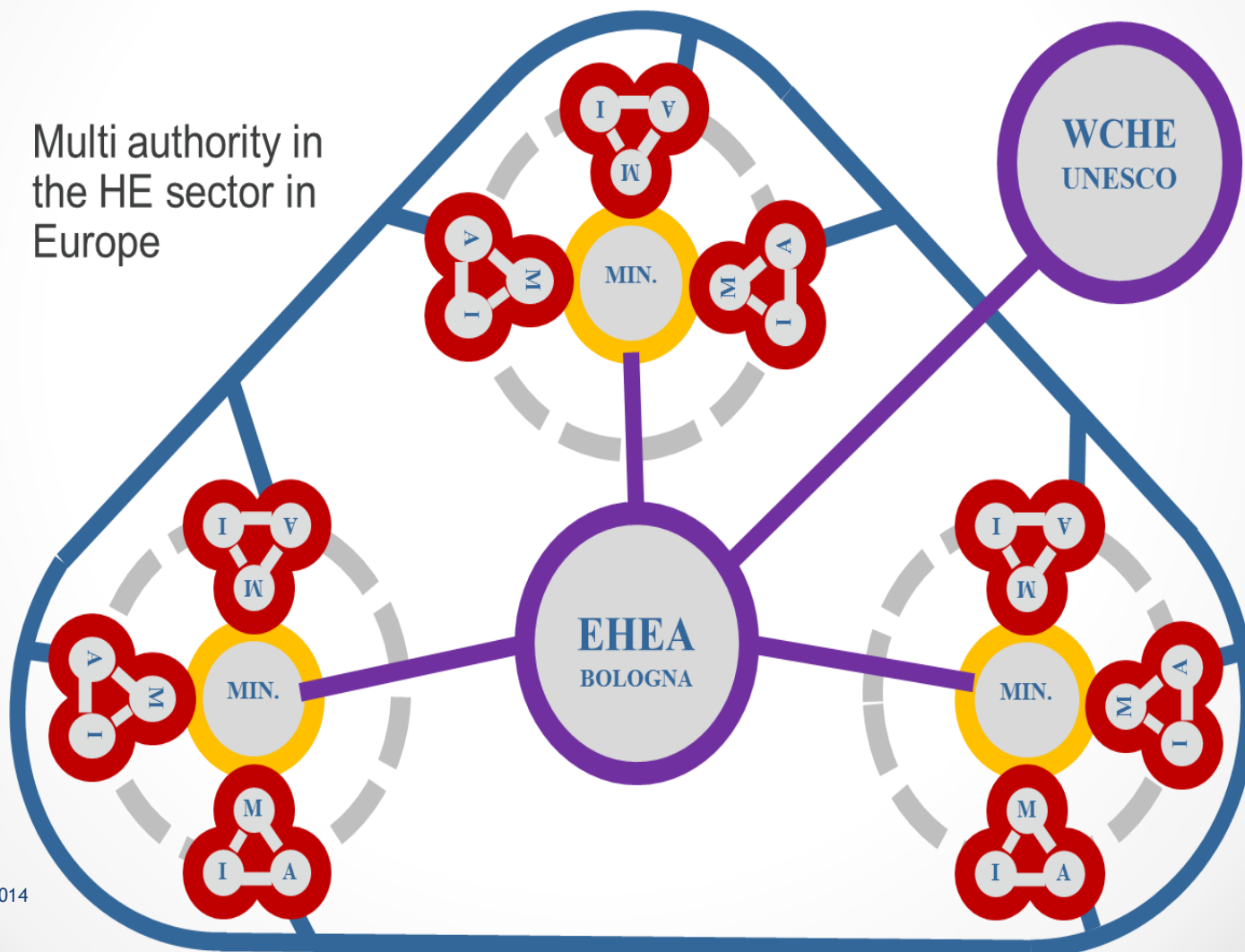
UBC and global triple helix collaboration

Multi authority mechanisms within each nation



UBC and global triple helix collaboration

Multi authority mechanisms across Europe



UBC and global triple helix collaboration

The institutional resilience perspective

Indicated case takeaways:

- Ensuring information flows are getting attention along all authorities (faculty, management and governance/policy making)
- Ensuring that resources are liberated/available within all authorities (faculty, management and governance)
- Developing portfolio width as well as depth on all three missions by valuing variety and embracing paradox
- Avoiding organizational sclerosis by conquering denial and promoting change



WHAT's NEXT.

From Bridging To Succeeding.

University And Business Co-Operation Through Success Stories.

- **Mrs. Lina Dzene**

Chairwoman of the board,
«Knowledge Triangle Network» (Latvia)



FROM BRIDGING
TO SUCCEEDING

WHY?

K3NETWORK

Drive HE success through:

- institutional uniqueness and novel approaches
- cross-border partnerships
- competitiveness on global and open market
- reputation

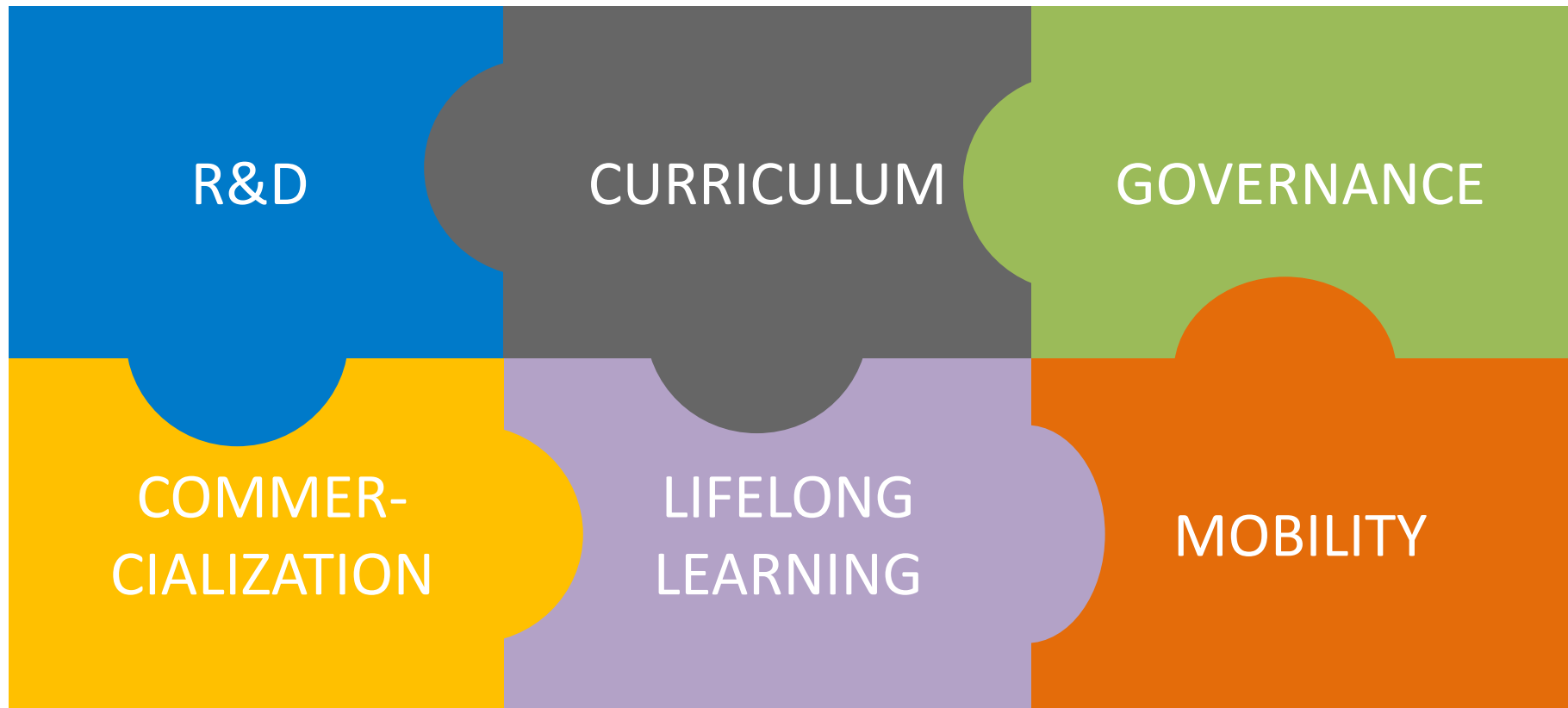
UBC* PROJECT

- Cross-border platform for knowledge exchange and experience sharing
- Analyze and approbate success prerequisites and criteria
- Collection of Case Studies and Success Stories

**UBC – University and
Business Co-operation*

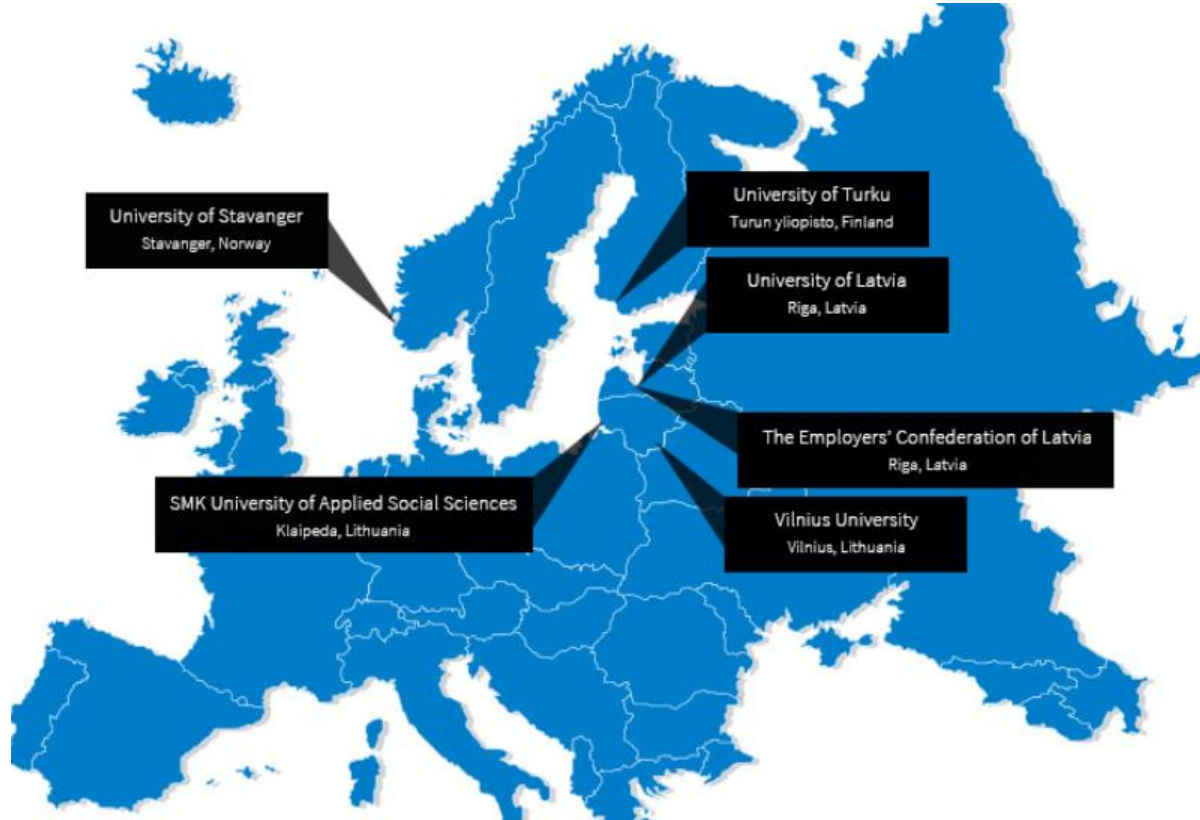
FROM BRIDGING
TO SUCCEEDING

CASE STUDIES AND SUCCESS STORIES



**FROM BRIDGING
TO SUCCEEDING**

CASE STUDIES COLLECTION



- 15 cases assessed and analysed
- 7 case studies published
- 10+ coming soon

FROM BRIDGING
TO SUCCEEDING

FROM BRIDGING CHALLENGES TO DRIVING SUCCESS

UBC CHALLENGES

- Systematic gap
- Culture gap
- Communication gap
- Funding & Resources gap

UBC SUCCESS CRITERIA

- Shared and SMART goals & commitments at highest level
- Marketing & communication (internal & external)
- Clear capabilities, roles & engagement models
- Broader impact

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Call for Action and Proposals

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THANK YOU!

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CLOSING REMARKS

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