



THE INTERNATIONAL EVALUATION OF SCIENTIFIC INSTITUTIONS' ACTIVITY

2025

SELF-ASSESSMENT REPORT

*RISEBA University of Applied Sciences
Faculty of Economics and Business*

(RISEBA)

2025

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DISCLAIMER

By signing this disclaimer, I hereby confirm:

- 1) All information submitted as a part of the self-evaluation report is true, complete, and accurate.
- 2) Proof can be submitted upon request to the performer of the evaluation, the international experts, or the Ministry of Education and Science.
- 3) All persons stated in the self-evaluation report are informed that:
 - the information about them will be employed in order to participate in the international evaluation exercise for the scientific institutions of Latvia;
 - the Ministry of Education and Science, the performer of the evaluation, and international experts will be responsible for their data processing;
 - the information will be stored in the National Research Information System (NZDIS) and evaluation reports.

Name and signature* of the responsible signatory:
Valters Kaže /signed with electronic signature

Date: 30.04.2025

***Alternatively, can be signed using E–signature**

GENERAL INFORMATION

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The information provided in this self-assessment report is based on either a scientific institution OR this institution's assessment entity. In this report, the term "institution/assessment entity" will hereafter be referred to as "entity".

The word count under each question is the maximum suggested amount of text to be included in the open-ended questions. Only slight changes can be implemented regarding the word count, however, please keep the word count within the limits defined for a chapter!

G.1. Entity's research profile

G1.1. PRIMARY major field of science according to Cabinet Regulation of Sep 27 2022 N°595. (single choice)

Please choose 1 primary field of science to state the focus of the entity's scientific activity. For precise definition of fields of science please refer to the original document in Latvian of the Cabinet Regulation of Sep 27 2022 No595.

- ☐ 1. Natural sciences
- ☐ 2. Engineering and technology
- ☐ 3. Medical and Health sciences
- ☐ 4. Agricultural sciences, forestry, and veterinary sciences
- ☒ 5. Social sciences
- ☐ 6. Humanities and the arts

G1.1.A RELATED major field of science according to Cabinet Regulation of Sep 27 2022 N°595.

! ONLY IF APPLICABLE – in cases of strongly integrated interdisciplinarity in the Entity; (single choice). In case there is no related MAJOR field of science, please leave this empty!

FILL IN ONLY IF the Entity's research in the Primary field of science is strongly integrated with a second major field of science leading to an interdisciplinary research profile of the entity.

For precise definition of fields of science please refer to the original document in Latvian of the Cabinet Regulation of Sep 27 2022 N°595

- ☐ 1. Natural sciences
- ☐ 2. Engineering and technology
- ☐ 3. Medical and Health sciences
- ☐ 4. Agricultural sciences, forestry, and veterinary sciences
- ☐ 5. Social sciences
- ☐ 6. Humanities and the arts

G1.2. Corresponding field/ -s of science within the primary major field of science according to Cabinet Regulation of Sep 27 2022 N°595. (multiple choice)

*Choose at least one **corresponding field of science** for the Primary field of science to specify the focus of the entity's scientific activity. For precise definition of fields of science please refer to the original document in Latvian of the Cabinet Regulation of Sep 27 2022 N°595.*

- | | |
|--|--|
| ☐ 1.1. Mathematics | ☐ 1.7. Other natural sciences |
| ☐ 1.2. Computer and information sciences | ☐ 2.1 Civil engineering |
| ☐ 1.3. Physical sciences | ☐ 2.2 Electrical engineering, electronic engineering, information engineering |
| ☐ 1.4. Chemical sciences | ☐ 2.3 Mechanical engineering |
| ☐ 1.5. Earth and related environmental sciences | ☐ 2.4 Chemical engineering |
| ☐ 1.6. Biological sciences | ☐ 2.5 Materials engineering |

- ☐ 2.6 Medical engineering
- ☐ 2.7 Environmental engineering
- ☐ 2.8 Environmental biotechnology
- ☐ 2.9 Industrial Biotechnology
- ☐ 2.10 Nano-technology
- ☐ 2.11 Other engineering and technologies

-
- ☐ 3.1 Basic medicine
 - ☐ 3.2 Clinical medicine
 - ☐ 3.3 Health sciences
 - ☐ 3.4 Health biotechnology
 - ☐ 3.5 Other medical sciences
-

- ☐ 4.1 Agriculture, forestry, and fisheries
 - ☐ 4.2 Animal and dairy science
 - ☐ 4.3 Veterinary science
 - ☐ 4.4 Agricultural biotechnology
 - ☐ 4.5 Other agricultural sciences
-

☒ 5.1 Psychology

G1.3. Associated field/ -s of science according to Cabinet Regulation of Sep 27 2022 N°595. (multiple choice)

If the entity conducts interdisciplinary research state these associated fields of science (outside of the Primary major field of science). If applicable, choose at least one corresponding field of science to characterise the interdisciplinary profile of the entity. For precise definition of fields of science please refer to the original document in Latvian of the Cabinet Regulation of Sep 27 2022 N°595.

- ☐ 1.1. Mathematics
 - ☐ 1.2. Computer and information sciences
 - ☐ 1.3. Physical sciences
 - ☐ 1.4. Chemical sciences
 - ☐ 1.5. Earth and related environmental sciences
 - ☐ 1.6. Biological sciences
 - ☐ 1.7. Other natural sciences
-

- ☐ 2.1 Civil engineering
- ☐ 2.2 Electrical engineering, electronic engineering, information engineering
- ☐ 2.3 Mechanical engineering
- ☐ 2.4 Chemical engineering
- ☐ 2.5 Materials engineering
- ☐ 2.6 Medical engineering
- ☐ 2.7 Environmental engineering

- ☒ 5.2 Economics and business
 - ☒ 5.3 Educational sciences
 - ☐ 5.3 Sociology
 - ☐ 5.5 Law
 - ☐ 5.6 Political Science
 - ☐ 5.7 Social and economic geography
 - ☒ 5.8 Media and communications
 - ☒ 5.7 Other social sciences
-

- ☐ 6.1 History and archaeology
- ☐ 6.2 Languages and literature
- ☐ 6.3 Philosophy, ethics and religion
- ☐ 6.4 Art (arts, history of arts, performing arts, music)
- ☐ 6.5 Other humanities

- ☐ 2.8 Environmental biotechnology
 - ☐ 2.9 Industrial Biotechnology
 - ☐ 2.10 Nano-technology
 - ☐ 2.11 Other engineering and technologies
-

- ☐ 3.1 Basic medicine
- ☐ 3.2 Clinical medicine
- ☐ 3.3 Health sciences
- ☐ 3.4 Health biotechnology
- ☐ 3.5 Other medical sciences

- ☐ 4.1 Agriculture, forestry, and fisheries
 - ☐ 4.2 Animal and dairy science
 - ☐ 4.3 Veterinary science
 - ☐ 4.4 Agricultural biotechnology
 - ☐ 4.5 Other agricultural sciences
-

- ☐ 5.1 Psychology
 - ☐ 5.2 Economics and business
 - ☐ 5.3 Educational sciences
 - ☐ 5.3 Sociology
 - ☐ 5.5 Law
 - ☐ 5.6 Political Science
 - ☐ 5.7 Social and economic geography
 - ☐ 5.8 Media and communications
 - ☐ 5.7 Other social sciences
-

-
- ☐ 6.1 History and archaeology
 - ☐ 6.2 Languages and literature
 - ☐ 6.3 Philosophy, ethics and religion
 - ☐ 6.4 Art (arts, history of arts, performing arts, music)
 - ☒ 6.5 Other humanities
-

1. THE SELF-ASSESSMENT

Self-assessment is an important part of the evaluation. Please answer clearly and accurately.
In chapter No. 1. Self-Assessment, the maximum summary word count is 9 700.

1.1. Introduction

(no more than 200 words)

Provide concise information on the entity including:

Entity's vision and goals, short information on the size, funding and main research directions

One of Latvia's oldest privately funded applied sciences universities (est.1992), focus: business, media, architecture; **IQA&EFMD-accredited**; recognised **Top Business School with significant international influence** (4-Palmes-of-Excellence Eduniversal rating, Baltic top-tier).

Vision: a leading regional entrepreneurial university with a solid and expanding international reach and recognition for high-quality study programmes and applied research in its core fields of competence, a strong interdisciplinary focus and active knowledge transfer that drives academic excellence and delivers meaningful impact on business and society.

Goals:

- **International Competitiveness and Recognition** for high-quality curricula and research outputs
- **Research Excellence and Innovation**, evident in high-quality publications, impactful international collaboration
- **Digital Age Leadership** with technology-enabled learning environment, future-oriented education and research
- **Sustainable Growth and Societal Relevance** through growing student numbers, expert role in business/society and institutional resilience

1886 students (bachelor/masters/PhD), including 1520 at Faculty of Economics and Business (FEB); turnover EUR7m; research budget EUR350k own-funding/EUR650k with projects (2024).

FEB conducts social sciences research, collaborating with Faculty of Media and Creative Technologies, Faculty of Architecture and Design on interdisciplinary subjects.

Primary research directions are aligned with international standards and study directions recommended to achieve AACSB accreditation:

- Strategic Management, People and Knowledge in Organisations;
- Economics, Finance and Business Environment;
- Marketing and Communication, Digital Technologies, Innovation.

1.2. Entity's research

(no more than 2 000 words)

This question surveys how the research carried out in the Entity has impacted research in its own field(s).

Describe the impact of the entity's scientific activity on the relevant scientific sector as well as its related sectors, including:

- *What are the main fields and foci of research at the entity?*
- *Has the Entity defined its strategic, long-term research goals – and if so, how does the Entity seek to realize those plans?*

- *How does the Entity develop and maintain structures and practices that foster good research and help early-career researchers to make their way into the profession?*
- *Is there a shared research results' dissemination plan, for employing research personnel and guiding the research of the Entity?*
- *Describe the most important research results and the role of multidisciplinary or interdisciplinarity and other aspects according to the main directions set out in the results dissemination plan of the Entity.*
- *Also, describe the role of basic and applied research. If the research carried out in the Entity is clearly divided into specialised fields, describe each field separately.*

STRATEGIC FRAMEWORK

RISEBA's long-term strategic research priorities are:

- focus on applied research;
- strong internationalisation;
- business relevance,

reflected in the following goals:

- engagement of researchers in impactful applied research, international collaboration/co-publications;
- high-quality scientific outputs as Web of Science/SCOPUS-indexed publications, prioritising AJG-ABS/ABDC-listed;
- growing research impact measured by citation-rates/h-indexes;
- obtaining IP/know-how through research;
- engagement with students/graduates/business in research.

Scientific activities are carried out according to the research framework comprised of ISEBA Research Strategy, Research Activities Regulation, Code of Ethics, Code of Academic Integrity (<https://riseba.eu/goto/docs>), internal regulations (Academic and Research Personnel Policy, Regulations on Remuneration for Scientific Contribution, Conditions for Participation in Scientific Events and Publications, Research Groups, Scientific Committee).

Execution is ensured by systematic monitoring by Science Department (SD) and Heads of Scientific Directions (HSD), fostering focused, impactful research with annual assessments.

Framework guarantees academic freedom, while research endeavours are aligned with strategic primary research areas. **Research areas are led by respective HSD, reporting on results annually.** HSD are appointed members of faculty with academic/research position and PhD; others are researchers, students, local and international partners. HSD is responsible for organising direction's scientific activities, international and industry partnerships, dissemination.

KNOWLEDGE MANAGEMENT

These goals define RISEBA's knowledge management cycle and policies, which are consistently improved to support and guide researchers, including engagement of young researchers and performance-based incentivisation:

- **Knowledge acquisition:** RISEBA supports its researchers with technical and financial support, guidance to acquire up-to-date knowledge, particularly internationally. **RISEBA has individual and faculty-level budget allocation for researchers** to participate in international conferences and a list of recommended high-quality events. RISEBA supports the engagement of staff in international professional and academic collaboration by covering membership fees in select organisations (AOM/AMA/ESOMAR). Researchers report the outputs and potential collaboration opportunities at FEB staff meetings regularly. RISEBA organises **regular training and development sessions with local or international experts**. Participation in such events is **considered in the annual staff appraisal**. RISEBA provides researchers and students with **access to market-relevant information for research** (e.g. besides academic databases, RISEBA is the only Latvian HEI with access to both Euromonitor and Statista global market information databases on-/off-campus).

- **Knowledge creation:** priority is **purposeful and selective research engagement that supports primary research directions and generates know-how/IP**. Project Management Office (PMO) supports selection and pitching for funding, engages staff in projects based on competencies and research interests. **Contingency in research priorities is retained to increase value of know-how**, notably demonstrated by *Motival* project (Proj.No.1.1.1.1/18/A/151 "Development of value-based skills for increasing the quality of human capital") creating AI prototype in 2018-2021→applying it in *Digiteka* project (2022)→deployment in *The Invisibles* project in four countries (2023)→adaptation in nationwide digital skills project and pitching for several international projects (2024). An interdisciplinary element is favoured in research projects, international collaboration facilitated. Research activities grant freedom of researchers to choose subjects and spend their budget allocations under the supervision of SD. Business research professionals, including graduates or PhD students are engaged (e.g. MBA Big Data G.Bolinskis, PhD student O.Dzene) to secure industry-relevant outputs, as well as partnering companies (Motival Development), NGOs. In 2024, **creation of co-working AI Lab was started** to support staff, visiting researchers and students with technologies and tools.
- **Knowledge utilisation:** RISEBA prioritises **integrating research results into the study process**. This has contributed to RISEBA international accreditations, e.g. EFMD for the Master's International Business and European Business Studies. RISEBA's goal is AACSB accreditation, and its framework anticipates even further alignment of research priorities and use of outputs in studies. Therefore, faculty can access the shared knowledge generated from projects for re-use in their study courses (e.g. Digiteka repositories, *Motival* plug-ins). Researchers author and conduct courses related to their research (e.g. Assoc.prof.S.Blumberga "Consumer Behaviour", "Social Psychology", "Organisational Psychology", "Communication Psychology"; Prof.V.Kaže "Integrated Marketing Communication", "International Marketing" etc.), considered in staff appraisal. Further know-how utilisation has facilitated attracting new financing and projects (see *Motival*).
- **Knowledge dissemination:** besides participation in conferences, **RISEBA financially supports dissemination of research results, covering publishing costs (APC/editing/proofreading)**. Researchers have individual budget allocations according to RISEBA Regulations, with extra faculty-level budget allocation to support high-quality publications and young researchers. To achieve higher international impact, **Web of Science (WoS)/SCOPUS-indexed publications are a priority, striving to increase Q1-2 publications and AJG-ABS/ABDC-listed journals**. RISEBA strategically facilitates higher quality publications and broader engagement of researchers in dissemination through its performance-based remuneration policies, rewarding higher quality outputs with bonus system. Researchers receive guidance and advice from SD on choosing journals and regular training (latest Fall'24) on management of scientific outputs, avoiding predatory publishing.
To facilitate the dissemination and engagement of students and young researchers, RISEBA organises its own international scientific and professional conferences, publishes scientific journals, and financially supports the publication of its researchers' monographs and books (see further).

FACILITATING MULTIDISCIPLINARITY AND OPEN SCIENCE

In 2024, **RISEBA became the first private scientific institution and HEI a member of VPC** (Higher Education and Science IT Shared Service Centre). This is **essential step towards implementation of Open Science practice** across all steps of knowledge management cycle through integration in DataverseLV and European Open Science Cloud, **enhancing collaboration in research and sharing results internationally, raising international competitiveness and access to funding**.

RISEBA strategically facilitates an interdisciplinary approach to research embedded in its “Business Meets Arts” strategic concept.

FBE research is interdisciplinary, combining marketing, business development, psychology, and other social science fields for deeper and more versatile approach to analysing complex situations and obtaining better-quality results, e.g. *Motival* project combined marketing, psychology, AI, and data analysis fields to deliver a working AI prototype facilitating the acquisition new projects in multiple areas, including international.

Social science research complements and helps develop related arts fields (e.g., creative media linked to communication, sustainable development related to architecture/spatial development).

SCIENTIFIC RESEARCH DIRECTIONS

By introducing current framework, the number of research directions has been reduced to provide a stronger focus on core competencies and applicable research outputs for the changing world and stronger collaboration with business, with particular attention to digital technologies and their transformative impact on business.

From 2023, **RISEBA’s scientific directions are revised to comply with the AACSB framework, correspond with the study directions**, and form the research base for studies in three directions.

1. Strategic Management, People, and Knowledge in Organisations (SMPKO) direction develops and promotes scientific and applied research in strategic management, HR management, psychology, and sustainability by developing the scientific activity of FEB's academic programmes and engaging students/graduates/collaboration partners in research.

Business modelling, dynamic capabilities, human capital, and value innovation for competitive business advantages have seen rapid development in management science over last twenty years.

The research focuses on creating and developing competitive advantage based on the ability to apply and transform the company’s resources, including human capital, knowledge, and culture, for companies to adapt to changing market conditions optimally, responsibly, and promptly.

Leading researchers: Prof.,Dr.Andrejs Čirjevskis, Prof.,Dr.Iveta Ludviga

Local partners: Latvian Association for Human Resource Management, Latvian Association of Project Management, Latvian State Administration School, Latvian Association of Supervisors

International partners: multiple partners from CEEMAN (International Association for Management Development in Dynamic Societies), Lyon Catholic University, France; Jyväskylä University, Finland, GLOBE Project (Global Leadership and Organisational Effectiveness); EHRM (European Human Resource Management) consortium: Italy (LUISS Business School), Belgium (VLERIC Business School), Germany (University of Bamberg), Netherlands (Radboud University Nijmegen), Spain (University of Cadiz), France (Aix-Marseille University); Portugal (De Maia University, Porto); individual researchers: Assoc.Prof. S.S.Bhattacharyya, Indian Institute of Management; Dr. J. Nieżurawsa, Torun University, Poland; Dr. N.Duarte, Dr. C.Pereira, Polytechnic of Porto, Portugal and more.

2. Economics, Finance and Business Environment (EFBE) conducts applied research in economics, entrepreneurship, family business, and corporate finance. In this field, private initiative projects topical for the economy of Latvia/EU are prioritised, such as economic and business development perspectives in the context of [de-]globalisation trends, Russia’s invasion of Ukraine, and the generative AI in business.

Direction includes business financing and financial market regulations, including international banking supervision standards (e.g., Basel Committee). **Research contributes to developing Latvia/EU requirements for financial risk management, managing banking/finance sector risk, ensuring adequate levels of capital and liquidity.**

Leading researchers: Prof.,Dr.Anatolijs Prohorovs, Assoc.Prof.Dr.Natālija Konovalova.

Local partners: Latvian Chamber of Commerce; Latvian Business Angels Network; Latvian Private Equity and Venture Capital Association; individuals - Dr.Julija Bistrova, Professor of Innovation and Management, RTU; Dr.Svetlana Saksonova, University of Latvia; Aina Čaplinska, Daugavpils University.

International partners: Anadolu University and Halic University, Turkey; Škoda University, Czechia; Copernicus University, Poland; Vaasa University and School of Accounting and Finance, Finland; individuals: Assoc.prof.,Dr.Marina Solesvik, Western Norway University of Applied Sciences; D.Aubakirova, PhD student, Almaty Management University, Kazakhstan.

3. Marketing and Communication, Digital Technologies and Innovation (MCDTI) advances digital innovations, consumer behaviour, and strategic communication through AI integration in learning, business, marketing, including information literacy, digital skills and adapting to the digital transformation. This research on innovation, business and communication technologies contributes to organisations and economies in various contexts to improve products, services, business strategies, marketing and business processes. **The direction develops internationally novel AI-driven psychography and consumer behaviour research methods, such as Motival image-based value research, approved in 20+ industries/16 markets, and contributing significantly to RISEBA IP and international competitiveness of business (licensees).** Solution has attracted private financing for applied research in multiple markets, e.g. *The Invisibles* project for uncovering socially alienated groups beyond statistics and advising social policies in the Baltics and Mexico (2023).

Leading researcher: Prof.,Dr.Valters Kaže.

Local partners: Advanced Information Society Association; Latvian Association of Marketing Professionals; Latvian Association of Public Relations Professionals; Motival Development PS; Ex Novo SIA; individuals: Prof.,Dr.Biruta Sloka, LU; Assoc.prof.,Dr.Jānis Kārklīšs, BSA; Dr.Juris Ulmanis; MBA Big Data Gatis Bolinskis.

International partners: Vytautas Magnus University (Lithuania); Tallinn University of Technology (Estonia); Open Information Partnership (UK); Fachhochschule für Mittelstand (Germany); individuals: Dr.E.Bardone, University of Tartu (Estonia); D.Zagrodzka, University of Silesia (Poland); Dr.H.Jönsson, Lund University (Sweden); M.O.Ortiz Rodriguez, National Science Foundation of Mexico.

SUPPORTING DISSEMINATION

1. RISEBA Publications

Since 2004, **RISEBA has published the annual "Journal of Business Management"** (ISSN 1691-5348), indexed in EBSO/Copernicus/ERIH+/DOAJ) to support social sciences study and research directions in dissemination. 2018-2024 has brought significant improvements, such as indexing in ERIH+ (2022) and introduction of [Open Journal System](#) supporting Latvian Open Science Strategy 2021–2027 initiative ‘Open Access to scientific publications’. **Annual journal ADAMArts** (ISSN 2256-0890) by Faculty of Media and Creative Technologies (FMCT) and Faculty of Architecture and Design (FAD) **extends opportunities for multidisciplinary publications**, primary in arts and digital technologies.

RISEBA [published monographs and teaching aids](#) by its researchers, e.g. M.Zakriževska-Belogrudova "Supervision in Latvia: A research-based development approach"(2020) "Anatomy of stress: Methods and recommendations for life and work" (2021); V.Dombrovskis and L.Berga ‘Cyber-ME: Everything about the Cyber World’ (2021).

2. RISEBA Conferences

RISEBA, jointly with BA School of Business and Finance and SSE Riga, **organises the Annual International Baltic Business Management Conference (ASBBMC)**, complemented by doctoral workshops and a student conference. ASBBMC is focused on applied research and topical issues in business, invites also international professional experts as keynote speakers. ASBBMC'23 featured technology adaptation focus and keynote speakers like Dr. M.H. Shahab (University of Nottingham,

Malaysia) with topic "Challenges and Opportunities of XR (VR and AR) in Changing World", presenting the application of AI/VR tools in business and marketing. More aspects of this were covered in linked scientific section "Business in the Digital Era", e.g. Dr.P.Torres-Luque (Chile) "Coherence between induced and autonomous sources of information for the Chilean national brand", Dr.M.Schönberger (Germany) "AI for SMEs: Identifying applications and challenges", J.Conrad&N.Sand "Beyond ChatGPT: On-premises Deployment of Data-Secure Chatbots", A.Prohorovs&L.Fainglozs "Evaluation of the possibility of solving practical business tasks using ChatGPT."

RISEBA Conference set is further enriched by other annual academic and professional conferences, such as Supervision Conference (with Riga Stradiņš University), Project Management Conference (with PM Association), RIXARCH, ad-hoc events.

3. Engagement with Society and Industry

RISEBA researchers share expert opinions and research results in local and international media, with over 120 coverages in local/international media, notable examples include 30+ Prof.V.Kaže's coverages of [The Invisibles research](#) in Latvia/Lithuania/Estonia, [on taxation](#), [retailing](#) and [spatial development](#).

BSc/MSc theses are developed with applied research focus offering practical solutions for the national economy and companies. Industry representatives highly praise them (e.g., SEB Banka awards students for resolving current problems for the bank).

1.3. Impact on the objectives of the national science, technology, and innovation development policy, as well as education development policy

(no more than 300 words)

Describe the impact of the Entity's scientific activity in conformity with the objectives set out in the national science, technology, and innovation development policy, as well as education and innovation development policy.

RISEBA research activities are aligned with Latvia's National Science, Technology, and Innovation Development Policy (NSTIDP), Education and Innovation Development Policy (EIDP), Open Science Strategy 2021-2027 (OSS2027), Smart Specialisation Strategy (RIS3), Sustainable Development Strategy "Latvia 2030" (Latvia-2030), National Development Plan of Latvia 2021-2027 (NDP2027).

RISEBA is a dynamic interdisciplinary research, innovation, and knowledge transfer hub. **Scientific activities primarily focus on solving real-world problems relevant to Latvia's economic, societal, and environmental priorities. This includes advancing research in smart specialisation areas such as information and communication technologies (ICT), human capital development, and sustainable resource use.**

RISEBA collaborates with industry, NGOs, and public institutions, e.g. Valdemars Foundation of Latvian Chamber of Commerce, Ministry of Economics, Ministry of Finance, Ministry of Culture, Ministry of Smart Administration and Regional Development (MSARD), Ministry of Education and Science, Riga City Council, Public Administration School, for joint activities and applied research projects supporting NSTIDP.

RISEBA participates in international research and business education networks, e.g. EHRM, EDAMBA, CEEMAN, GLOBE, strengthening innovation ecosystem and engaging in joint research.

RISEBA engages in knowledge transfer initiatives to foster societal development, e.g. MSARD projects to facilitate digital skills development in population of 30,000-40,000, contributing to advancing Latvia on EU DESI index (Motival technology and RISEBA educational content).

RISEBA Creative Business Incubator supports the development of start-ups through incubators and innovation labs growing their international competitiveness.

Scientific activities reinforce education by integrating research into curricula and promoting research-based learning. All master's theses are applied research projects, with results implemented in organisations, facilitating development of skilled professionals, researchers, and entrepreneurs. Doctoral

training is aligned with national innovation goals, emphasising academic excellence and practical application, evident in participation of PhD students in high-level conferences (EURAM, AOM).

RISEBA supports open science, accessibility of research outputs, and inclusion of diverse stakeholders to contribute to democratic society and evidence-based policymaking.

1.4. Economic, social, and cultural impact

(no more than 400 words)

Describe how entity's scientific activity has contributed to economic, social, and cultural development by clearly describing the resulting impact or the potential of scientific results to promote higher education, foster social equality, integration and welfare, public health, national security, sustainable development of social, economic and culture fields, public understanding of the significance of the scientific activity, national identity, and national culture.

Relevant examples of impact in Latvia:

- RISEBA, in cooperation with Public Administration School, was the lead researcher and developer of Latvia's Public sector engagement survey 2019-2024: results contributed to **improvements in personnel policy and implementation of HR analytics in Latvia's public administration**, and several international scientific publications.
- Research led by Ass.Prof. I.Sluka on public sector-specific project management competencies led to **developing unique competency framework for public sector project managers** (extending PMA framework) and **delivering training for Latvian public sector project managers**. Results have been presented at high-level scientific conferences, publication underway.
- *Motival* project (Prof. V.Kaže), developed unique image-based machine-learning solution linking values and skills for human capital development. **Several practical applications of technology were created for MSARD, including national digital skills monitoring framework (2024), motivation-skills test framework for digital agents/leaders/mentors (2021-2024) to advance population's digital skills, facilitate use of public e-services; explaining labour market gaps in nationwide survey (2020-2021) resulting in recommendations for public administration**, international publications and conference presentations.
- PhD research by E.Joksts-Bogdanovs developed **a community support model for Latvian Armed forces' military families**.
- Applied research in numerous Master's Theses has **improved Latvian organisations' management practices and human resource policies**.

Regional impact:

- NAWA project led to development of **survey measuring workplace values and the identification of the specifics of Generation-Z in Europe** (Latvia/Poland/Portugal). Results are presented at Academy of Management conference, published as book '[Managing Generation Z: Motivation, Engagement and Loyalty](#)'
- PROCESS project resulted in **unique methodology to train emotional, sensorial and spiritual skills and their application for complex managerial problems** (PROCESS method). This methodology is **implemented educational practices of RISEBA and partner institutions in France/Finland/Romania**, complemented with international publications and conference presentations.
- EHRM project led to development of **unique programme for development of students' cross-cultural competency**, involving students from 5-7 European countries annually. Results are presented at Global and AOM annual conferences as Professional Development workshops for academic community.

International impact:

- Within the framework of the GLOBE (Global Leadership and Organisational Effectiveness) project, Prof. I.Ludviga as country representative, **Latvia for the first time is represented**

as one of the countries where cultural differences are measured with results available for global community and students soon.

- *The Invisibles* project developed **novel methodology** by combining Motivational-Based psychography with behavioural and demographic research to identify and describe socially/economically strained social groups beyond traditional statistics (Latvia/Lithuania/Estonia/Mexico). This resulted in improved social policies, conference presentations, international publications underway, and the addition of new countries.

1.5. Impact on RIS3 objectives, priorities, and specialisation areas

(no more than 300 words)

Describe how the entity's scientific activity has contributed to achieving the objectives of the Smart Specialisation Strategy (RIS3), as well as the development of its priorities and specialisation areas.

Please write 300 words on how University research contributed to achieving the objectives of the Smart Specialisation Strategy (RIS3), as well as the development of its priorities and specialisation areas.

RISEBA research significantly advances the Smart Specialisation Strategy (RIS3) by aligning academic strengths with regional economic and societal priorities. **RISEBA identifies and refines specialisation areas such as human capital development, information technologies, and sustainable resource management through interdisciplinary research and active collaboration with industry, government, and civil society.**

At the heart of RIS3 is stakeholder involvement and entrepreneurial discovery. RISEBA facilitates this by developing **innovative solutions and transferring knowledge directly to the private and public sectors. This enhances regional economic resilience and global competitiveness, combining RISEBA's academic expertise with regional economic and social needs.**

RISEBA research provides evidence-based evaluations and insights critical for policy development, ensuring that regional strategies remain adaptive to global technological and economic shifts. Through research excellence, stakeholder engagement, and proactive regional leadership, RISEBA actively shapes and continually enhances RIS3 priorities, fostering sustainable innovation-driven growth by generating new knowledge, developing educational technologies, and transferring research outcomes to the private and public sectors.

Evident examples include RISEBA applied research in AI and digitalisation combined with teaching and learning practices in projects, technology spin-offs, and new educational programmes aligned with priority areas, such as:

- PROCESS project: development of a new training and thinking method, deployed in business and education internationally;
- Motival project: novel method and IT ML prototype for measuring and linking values and skills, with spin-offs adopted by a nationwide digital skills improvement framework and 5 Latvian HEIs to individualise education offerings, and businesses in multiple markets.

1.6. Other impact

(no more than 300 words)

What are the main channels through which the entity interacts with the society at large? Describe how the entity's research activities and cooperation with other organisations have promoted the activities of other social actors, e.g. industry or SMEs. What are the most important research projects the assessment entity has carried out with non-university partners from the public or private sector during the assessment period? Has the research of the entity produced spin-off companies? Are the active academic personnel and academic research personnel amongst the preferred experts outside the academic research field?

RISEBA interacts with society primarily through four areas with examples below.

1. Membership in professional and industry associations

As of 2024, **RISEBA had active representation in 62 associations or chambers**, including 30 international.

In Latvia, the most notable organisations related to fields of expertise by RISEBA are Latvian Chamber of Commerce [LCC], the Latvian Confederation of Employers, Latvian Association for HR Management [LAHRM], Association of Supervisors [AoS] (Prof.M.Zakriževska-Belogrudova, Board Member), Association of Psychologists (Prof.M.Zakriževska-Belogrudova, Board Member), Association of Accountants, Association of Marketing Professionals (Prof.V.Kaže, Chairman of the Board), Advanced Information Society Association (Prof.V.Kaže, Board Member), National Project Management Association [NPMA].

RISEBA is active member of America, British, Irish-Latvian, Swedish chambers of commerce in Latvia facilitating international collaboration.

2. Joint projects with public and private sector

In collaboration with AoS, RISEBA hosts an annual Supervision Conference that attracts a broad academic and professional audience. Since 2024, the Project Management Conference, in collaboration with NPMA, has been established as an annual event.

Providing expertise to projects with the Public Administration School, Ministry of Welfare, MSARD, local municipalities, and Consumer Rights Protection Centre has helped establish a strong expert image for RISEBA.

Notable research projects with private non-science partners include a joint study with Ernst&Young comparing consumer bank and non-bank lending in Latvia and other countries; annual research projects with LAHRM on topics initiated by industry partners, with results presented at the professional conference “HR Week Latvia”; and the Invisibles project initiated by international finance group IPFD.

RISEBA provides its digital and teaching capabilities in digital skills training for public administration employees for PAS, MSARD and the general public (6 digital skills courses) on MSARD projects with high impact on society.

3. Industry expert role

Prof.A.Prohorovs, Prof.I.Kreituss, Prof.I.Ludviga, Prof.M.Zakriževska-Belogrudova, Prof.A.Cirjevskis, Prof.V.Kaže are in demanded by industry as experts and advisers. They share opinions and research results in media (over 120 coverages in local/international media within the period) and acting as advisors for non-science organisations (e.g. Prof.A.Prohorovs with LCC) or are invited as keynote speakers to professional conferences on management (e.g. Prof.V.Kaže – “Baltic HR Week”, “Vadītspēja” u.c.).

4. RISEBA communication as HEI

Activities to attract students to RISEBA are linked to its research competencies to reinforce its HEI image in public communication and direct interaction with secondary and vocational schools, Alumni and businesses where our faculty members provide guest lectures and trainings.

1.7. SWOT – evaluation of the Entity’s scientific strengths, weaknesses, opportunities, and threats

Analyse the entity’s scientific expertise and achievements, funding, facilities, organisation, and management. What are the major internal Strengths and Weaknesses as well as external Threats and Opportunities in the entity’s activities and research environment? Assess what the present Strengths enable in the future and what kinds of Threats are related to the Weaknesses.

Internal	Strengths	Weaknesses
	1. The faculty motivation system leads to motivated academic staff engaging in research work.	1. The number of academic publications by academic staff is growing, but insufficient, especially in high-quality academic journals listed in ABS and

	2. An extensive network of partners in Latvia and abroad that allows for participation in various joint research and innovative projects, exchange of experience and mutual learning. 3. Financial support system for academic staff participation in research conferences and publication of research papers, which ensures the constant growth of high-quality research papers in the future. 4. A modern, open-type joint doctoral programme in business management, which is implemented in two languages, Latvian and English, attracts new researchers who want to do research in the relevant fields and ensures further international research collaboration. Relatively low tuition fees for the studies and a comparatively high number of students in the programme (for Latvia). 5. RISEBA Promotion Council, new researchers who defended their Promotion Theses at the RISEBA Promotion Council and opportunities to apply for post-doctoral research projects. 6. The university's financial policy allows for granting discounts to RISEBA academic staff for doctoral studies and supporting the development of Promotion Theses, providing the basis for continuing and increasing rigorous research work in the future. 7. Modern IT infrastructure and financial and other support from the university to acquire the latest software tools needed to conduct research, subscribe to academic databases, and detect plagiarism. 8. A developed system and procedures (RISEBA project department) for attracting innovative and collaborative research projects. 9. RISEBA is a well-recognised member of several international associations, e.g. CEEMAN, BMDA, EDAMBA (RISEBA PhD programme is the only EDAMBA member from Latvia). 10. AACSB membership and strategic focus to gain AACSB accreditation in five years.	ABDC ratings. 2. Insufficient motivation of RISEBA academic staff without doctoral degrees to join a doctoral programme and develop a Promotion Thesis 3. Lack of experience in applying for and conducting post-doctoral research 4. Absence of international scholarships for research; lack of Fulbright and other such scholarships. 5. The absence of formalised descriptions of some processes and procedures of research work may hinder the improvement of the quality of the study process and the performance of research work. 6. Limited administrative capacity of Science Department for management of formal processes and research information.
External	Opportunities	

		Threats
	1. There is a growing interest among foreign doctoral students, especially from Asian countries and India, in achieving PhD degree in Europe and thus the RISEBA doctoral programme. 2. Growing interest of foreign partners in attracting RISEBA as a partner to EU-funded research projects. 3. EU Funding Programs. The Horizon Europe framework offers significant collaborative research, innovation, and mobility opportunities. 4. Baltic and Nordic Cooperation possibilities. Regional partnerships through organisations like NordForsk and the Baltic Science Network facilitate joint research, student exchange, and policy dialogue on science and education. 5. European Research Area (ERA): Participation in ERA initiatives allows integration into a broader European research space, enabling shared infrastructure, talent exchange, and alignment with EU science and innovation goals. 6. Growing importance of Digital and Green Transitions. EU and international priorities on green energy, sustainable materials, and digital technologies present a fertile ground for researchers to lead or join initiatives to solve global challenges. 7. Growing interest in Open Science and Data Initiatives. Engagement in global open science movements can improve visibility, collaboration, and access to shared research infrastructures and datasets.	1. High competition for project and grant applications in Latvian and international research programmes. 2. There is low societal awareness of the importance of science and research, and insufficient support for research as an attractive field of activity in the country as a whole. 3. Political instability in the region hinders students and researchers' attraction to Latvia. 4. The turbulent economic situation in Latvia and globally threatens the financial stability of any private entity. 5. The lack of state funding for implementing study programmes for private universities, including doctoral studies, hinders the active enrolment of Latvian students in doctoral programmes and thus significantly reduces their potential participation in research.

An extensive network of partners in Latvia and abroad (S2) and a developed system and procedures (project department) (S8) will allow to use the opportunities offered by EU and other networks for participation in various joint research and innovative projects, exchange of experience and mutual learning (O2; O3; O4) and overcome T1 and T4.

A modern, open-type joint doctoral programme in business management (S4) will allow us to cater to the growing interest among foreign doctoral students (O1), thus attracting new researchers to RISEBA and overcoming W1 and W2. Moreover, a comparatively large number of students in the programme (70) allows for strengthening the entry requirements and thus increasing the applicant quality. There is a possibility of increasing doctoral tuition fees.

Cooperation with EDAMBA (S9) will allow to retain and raise the quality level of doctoral programme and increase the number of international lecturers, thesis supervisors and reviewers.

RISEBA membership in AACSB and a focus on gaining AACSB accreditation in five years (S10) will increase the prestige and image of the doctoral programme, thus attracting more candidates and allowing it to overcome W1 and W4, as well as T3, T4, and T5.

RISEBA integration in VPC and planned introduction of Elsevier Pure Research Information Management System will improve its administrative capacity to mitigate W6, further complemented with allocated financing for Science Department in 2025-2030 to grow personnel capacity.

A financial support system for academic staff participation in research conferences and publication of research papers (S3) is expected to increase their motivation to engage in PhD studies as well, thus overcoming W2 and T5.

Participation in ERA initiatives (O5) should be used to support academic staff research and thus overcome W2 and T5.

1.8. Evaluate the Entity in the global research environment

(no more than 400 words)

How does the Entity locate itself in the international context? What is the “niche” of the entity in the global research environment? What are the main channels through which the entity interacts with the international scientific community? Are the professors and leading researchers at the entity active in international learned societies etc.?

RISEBA's niche in the global research environment aligns with its vision to become a sustainable, internationally recognised institution focused on business, arts, and technology entrepreneurship. RISEBA prioritises educational innovation and international networking, fostering connections between academia, industry, and creative sectors. FEB researchers actively engage in international collaborations, conferences, and projects, significantly contributing to global academic discourse.

Key channels for international academic interaction include:

- **AACSB:** RISEBA targets accreditation within 5 years, interacting with AACSB community, engaging in global conferences to integrate world-class academic standards and practices.
- **EFMD:** Membership since 2014, with two flagship programmes accredited. Prof. I. Sennikova contributes actively to EFMD's EPAS committee.
- **CEEMAN:** As an accredited member, RISEBA regularly participates and hosts conferences, enhancing its global academic footprint. Prof. Irina Sennikova serves on the CEEMAN Board. Faculty participate International Management Teachers Academy, programme managers' seminars, EdTech seminars.
- **PRME:** Active involvement in the PRME CEE community, promoting responsible management education.
- **EDAMBA:** Membership since 2018 provides doctoral students with international exposure through EDAMBA's training and competitive forums, notably highlighted by awards such as J.Jackemod's thesis awarded 1st Prize in 2021 competition.
- **World-class Scientific Conferences:** RISEBA regularly presents research at prestigious conferences, e.g. Strategic Management Society (SMS) (Prof.I.Ludviga, Prof.A.Cirjevskis), Academy of International Business (AIB) (Prof.A.Cirjevskis, Prof.E.Velinov), Annual Meetings of the Academy of Management (AOM) and European Academy of Management (EURAM) (Prof.I.Ludviga, Assoc.Prof.I.Kozlinska, Prof.E.Velinov, PhD students) the annual EBES conference, International Marketing Association (Prof.V.Kaze) which serves as a proof of the high quality of research outputs

- **Global Academic and Professional Events:** Faculty participation in significant conferences, including AACSB annual meetings, CEEMAN (Prof.I.Sennikova, Prof.V.Kaze), PRME summits, and EFMD conferences (Prof.I.Sennikova, Prof.I.Ludviga), demonstrates RISEBA's active global engagement.
- **International Scholarly Societies:** Researchers actively participate in major academic bodies such as AOM, EURAM, SMS, ESOMAR, and AMA, expanding international collaborations. I.Sluka, PhD student, is a member of the International Project Management Association (IPMA), where international cooperation and research on project management take place annually in the framework of GeCCo (Global e-Collaboration Competition), a project for young project managers in a virtual environment. Prof.I.Ludviga represents Latvia as the country representative in the GLOBE project
- **Cross-cultural Collaborations:** Initiatives like the European HR Management Programme and IPMA's GeCCo project reflect RISEBA's commitment to fostering international research collaboration and knowledge exchange.
- **EURAXESS:** Joining EURAXESS in 2018 has further enhanced RISEBA's international research profile by providing quality training and research collaboration opportunities, thereby facilitating broader global scholarly engagement.

1.9. Evaluate the Entity in relation to its leading scientific competitors

(no more than 400 words)

What are the most relevant competitors (university departments or other research institutions) of the Entity in the international context? What characteristic features distinguish the Entity from its international competitors?

RISEBA fosters a collaborative rather than competitive research environment. Although it does not prioritise competition, RISEBA recognises its position alongside international institutions such as BI Norwegian Business School (Norway), Jönköping University (Sweden), and Estonian Business School (Estonia). These similarly practice-oriented universities combine strong international networks, English-taught programmes, and a focus on applied sciences, entrepreneurship, and creative industries.

RISEBA differentiates itself in several key ways:

- **Flexibility:** As a SME-type university, RISEBA maintains greater agility than larger institutions. Its open-type structure allows for adaptable procedures and swift attraction of foreign professors and researchers to form innovative research groups.
- **Strong Emphasis on Applied, Industry-Driven Research:** Research at RISEBA is highly practice-oriented, targeting real-world challenges in business and the creative sectors. Many projects are developed closely collaborating with industry partners, ensuring immediate relevance and applicability.
- **Interdisciplinary Research Focus:** RISEBA uniquely integrates business, management, creative industries, communication, and architecture. Its cross-sector research addresses the convergence of technology, creativity, and entrepreneurship, a combination less common among traditional applied sciences universities.
- **International Research Collaboration:** Active participation in networks such as EDMABA, AACSB, and EU-funded projects (ESF, ERDF, ERASMUS+, Horizon Europe) as well as initiatives like the GLOBE project, enhances RISEBA's global visibility. Approximately 25% of the student body is international, close to 70% in the PhD programme.
- **Emerging Focus Areas:** RISEBA is expanding expertise in sustainable business models, digital transformation, creative economy development, media innovation, and urban planning in architecture, aligning closely with key European research priorities in sustainability, digitalisation, and cultural innovation.

- **Integration of Artistic Research:** Through its "Business Meets Arts" concept, RISEBA fosters collaboration between FEB and creative faculties FMCT and FAD. This synergy supports interdisciplinary, practice-based research methods, exhibitions, and audiovisual productions recognised as scholarly outputs and coherently builds for establishing Humanities as another major field by 2030 (see 1.11.).
- **Support for Early-Career Researchers:** Via its doctoral programme and EDAMBA network membership, RISEBA actively supports early-career researchers, promoting engagement in interdisciplinary projects with access to international mentorship and mobility opportunities.

1.10. Development potential

(no more than 400 words)

Describe the development plan of the Entity linking it to the following aspects:

- *the ability of the selected scientific objectives to influence the international scientific community*
- *the ability to develop new research directions*
- *the ability to attract students, doctoral students, and foreign researchers*
- *the ability to attract funding as a result of project calls*
- *international competitiveness of the academic personnel and academic research personnel*

RISEBA is well-positioned to implement Research Strategy 2025-2030 successfully.

Ability to select scientific objectives and influence international scientific community is proven via topicality and high quality of research outputs, evidenced in:

- researchers/PhD students regularly presenting their research at most leading world-class scientific conferences, including Strategic Management Society (SMS), Academy of International Business (AIB), Academy of Management (AOM), European Academy of Management (EURAM) and more;
- consistent increase in high-quality scientific outputs (WoS/SCOPUS Q1-2/AJG-ABS/ABDC);
- new IP/know-how generated by research projects (Motival, ProCESS) and further deployed internationally.

Ability to develop new research directions is justified by:

- proven ability to attract international researchers (1.17, No.3) and plans for attracting new researchers with expertise in growing fields (e.g., AI in business, green innovation);
- engagement of staff in international networks and established system of internal knowledge transfer;
- track record of winning national/EU project calls in innovative and emerging fields;
- PhD theses topics increasingly covering emerging topics, particularly on deployment on new technologies in business.

Ability to attract doctoral students is evident in:

- significant increase in number of PhD students from 22 (2019) to 70 (2024), establishing programme among largest in Latvia its field;
- >60% PhD students being international with diverse geography from EU (Germany/Denmark) to emerging markets (China/Vietnam/India/African countries);
- flexible structure of programme, including partial online delivery, enhancing accessibility for working professionals and international students;
- student-centred learning model enabling highly individualised study trajectories, thus increasing programme's attractiveness and relevance.

Ability to attract project funding is evident in:

- significant growth in 2019-2024: EUR13.3m gross project funding attracted (RISEBA share >EUR4.5m), quadrupling annual attributed project contribution to research investment;
- proven ability to reuse IP/know-how for new projects via spin-offs and further development (Motival);
- organisational model with SD, doctoral programme and PMO in single R&D unit.

Ability to develop internationally competitive academic personnel is evident in:

- growing trend of participation of personnel in high-level scientific conferences and ability to attract international researchers (see above);

- well-established internal training and knowledge sharing model, e.g. monthly methodology workshops and FEM meetings for sharing conference/network knowledge, “Research mornings” concept to share best practise, discussions, early peer feedback on work-in-progress research;
- further strategic initiatives defined, e.g. writing workshops with distinguished foreign researchers and journal editors.

Furthermore, RISEBA has **consistently increased investment in R&D infrastructure**, with **significant investment planned for 2025-2030**, including AI Lab.

This demonstrates RISEBA’s strong internationalisation trajectory, competitiveness in research funding, and ability to contribute meaningfully to advancement of knowledge within social sciences internationally.

1.11. The research strategy

(no more than 500 words)

Describe the framework of the Entity’s research strategy for the next 6 years, the key research goals, and the means to achieve these objectives. What is the role of basic and applied research? Is there a need for new knowledge, and facilities? How do the set goals correspond to the financial aspects (incl. financial proportionality to the set tasks and goals, budget management, balancing funding sources etc.)? Do the strategies of the Entity and the state support each other? How do you take into consideration possible ethical issues within research?*

** Assessment entities which are part of universities or higher institutions – should additionally describe its correspondence to the overarching strategy of the host institution (university / higher education institution).*

RISEBA’s Research Strategy for 2025-2030 builds upon Research Strategy 2018-2024 and RISEBA Strategy 2022-2027, aligns with priorities set by local/international frameworks: Latvia-2030, NDP2027, RIS3, NSTIDP, EIDP, OSS2027, UN Sustainable Development Goals (Agenda 2030), CEEMAN Manifesto, AACSB principles for excellence in research.

With most study programmes granting professional degrees, the **research strategy aligns with study priorities, prioritising applied research and integrating results into curricula.**

Research Strategy goals (see 1.2.) define priorities and means of achieving them:

1. Excellence in Applied Research

RISEBA will:

- secure increased funding through EU/national programmes, strategic private-sector partnerships;
- continuously upgrade scientific infrastructure, focusing on emerging fields (AI, digitalisation of business, data analytics);
- strengthen collaboration with businesses/public institutions to address real-world challenges;
- foster environment that incentivises researchers to participate actively in international, collaborative research efforts and academic networks.

2. Impact on Society and Business

RISEBA aims to:

- conduct research addressing critical socio-economic challenges, translating insights into business solutions, expand RISEBA’s role in policy advisory, particularly in sustainable development, education, digital transformation, social innovation;
- grow international presence through strategic partnerships, enhancing knowledge and technology transfer, especially targeting developing economies with RISEBA’s expertise;
- strengthen positions as experts, enhancing visibility and influence in media.

3. Research Supporting High-Quality Education

RISEBA will: • further integrate research into curricula, particularly MSc/PhD, to enhance educational quality, student employability, foster young researchers; • deepen relationships with alumni/industry to seize impactful practical research opportunities; • expand access to global market databases and analytical tools to reinforce practical, real-world research; • embed research results in teaching and learning frameworks. 4. Sustainable Innovation RISEBA commits to: • enhance R&D infrastructure supporting innovation-driven research, technology adaption; • expand use of current IP/know-how and create new; • regularly provide insights into emerging innovation trends, train researchers, strengthen strategic partnerships to equip them with tools/skills for digitally-transformed, innovative, global world. Need for new knowledge is framing Research Strategy: focusing on social research, RISEBA seeks to expand into new (most: technology and data-related) and interdisciplinary fields. Therefore, Strategy prioritises academic personnel development aspects such as internationalisation, knowledge intake and sharing, personal development (see 1.12.). RISEBA's primary social science research directions (see 1.1.) will contribute to developing related humanities fields (New Media and Creative Technologies; Architecture and Sustainable Spatial Development) through interdisciplinary research and establish humanities as another RISEBA's major field by 2030. Budget and infrastructure development aspects: RISEBA allocates substantial investment annually for R&D, has a sound and dynamically developing infrastructure (1.13), and plans to increase investment in emerging research directions (e.g., AI Labs). Two campuses, with potential expansion, support all facility needs for 2025-2030. As private entity, RISEBA is not dependent on state financing and has allocated budget for strategic initiatives, complemented with proven advancement in attracting EU and private financing. Rigorous budget control and planning re ensured by small and effective management team; SD constantly supervises spending. Ethical issues of research are controlled by framework of internal regulations (Ethics code, Academic Integrity, Responsible AI Use policies) aligned with international frameworks (ALLEA, ESOMAR). Regular training for staff and students is provided, in relevant areas (public surveys, psychology research) Ethics Committee review is required.
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1.12. Strategy for the development of scientific personnel

(no more than 1000 words)

Describe the Entity's overall strategy for the development of scientific personnel (include the strategy employed between 2019 and 2024, as well as highlighting the priorities of the next evaluation period). Include a description of the Entity's strategy for developing scientific personnel, particularly in attracting, supporting, and empowering early career researchers. Please include information on the Entity's strategy for integrating doctoral students into the Entity's scientific activities and supporting them throughout the early career stages (including before acquiring the degree). Describe the Entity's strategy for attracting, supporting, and retaining international scientists.

From 2017, RISEBA has deployed a performance-based research support system to advance its strategic research goals and foster scientific personnel development, which was effectively and systematically used and improved in 2019-2024. Support mechanisms are formalised through internal regulations (On Participation in International Research and Academic Conferences, On Publication of Scientific Research Results, etc.), ensuring transparent and consistent support for researchers.
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The system is based on the principles of:

1. **guiding and supporting researchers to deliver higher quality scientific outputs** in alignment with RISEBA strategic priorities, while not compromising freedom of research;
2. **allocating individual budgets for research and dissemination** to elected researchers, complemented with the faculty-level budget to extend support;
3. **incentivising and rewarding high-quality scientific outputs** and supporting further research.

In respect to **support and guidance**:

- Strategy and regulations define priority research directions and curated list of high-quality conferences/forums for dissemination;
- research infrastructure (including access to data sources, ITC) is available both on-/off-campus;
- SD provides assistance and consulting to researchers, PMO assistance in project preparation from identifying opportunities to pitching, and further administrative support;
- regular professional qualification is offered and considered in staff appraisals (see further).

In respect to **budget allocation**:

- elected academic/research staff have individual, role-level budgets for research and dissemination e.g.:
 - participation in international scientific conferences, prioritising events with WoS/SCOPUS-indexed proceedings and high-level academic network events (AOM, EURAM/AIB/SMS/RENT/AMS/ EMAC);
 - cover publication development and dissemination costs (APC/translation/proofreading/editing) or tools required for individual research (e.g. DB subscriptions);
 - membership in high-profile academic and professional entities (AOM/ESOMAR/AMA etc.) that facilitate collaboration, access to knowledge;
- faculty-level extra budget is allocated to support young researchers/other faculty/students with no individual allocations or support significant initiatives exceeding individual budgets;
- extra funding is available for initiatives significantly contributing to research pending approval from Vice-Rector for R&D and CFO.

In respect to **incentives and rewards**:

- RISEBA adheres to performance-based remuneration, rewarding high-quality past research results and thus supporting further activities;
- the core element is systemic and transparent motivational bonus system (last revised in 2023) with bonuses of EUR 800-4000 for publications matching RISEBA quality criteria (particularly, AJG-ABS/ABDC), with extra incentives for co-authorship with international partners;
- further support is for open-access publications and professionally oriented opinion pieces that contribute to societal impact.

The effectiveness of the system is evident in growing number of high-quality publications and broader engagement of researchers, including attracted international staff.

SD monitors the research support system and researchers' activities. **Annual staff appraisals include a significant element of scientific evaluation**, including results (publications, conferences), impacting the remuneration of staff aligned to three performance levels.

To continuously improve scientific qualifications, RISEBA organises annual research and methodological seminars, doctoral workshops, training events, led by internal and international experts also contributing to annual appraisal. Notable examples include:

2021: "Interactive Tools for Literature Analysis" seminar led by PhD student M.Freifalts (BA), Dr.A.Nipper (LBTU)

2022: Research seminars on RISEBA library resources, journal metrics, effective use of Euromonitor market data Open Science, Ouriginal plagiarism detection tool.

2022-2023: Open doctoral courses "Contemporary Entrepreneurship Research" (Dr.I.Kozlinska, eight visiting professors), "Data Mining" (Prof.I.Ludviga). 2023: Seminars on secondary databases, AI tools for research, big data analytics (Prof.I.Ludviga, Prof. V.Kaže, Dr.I.Godmanis). 2024: Sessions on Turnitin plagiarism detection, cybersecurity, sustainability, effective use of Statista database, achieving higher academic impact and effective dissemination, use of AI for research and teaching (Prof.V.Kaže, Assist.Prof.L.Feinglozs, et.al.). RISEBA encourages and supports participation in international seminars and development programmes (e.g. EDAMBA Winter School, with five academic staff members attending since 2019, CEEMAN International Management Teachers Academy etc.). Best practice is often replicated to in-house models, e.g. from 2023, "Science Mornings" initiative was introduced to foster a scientific dialogue environment, enabling staff to present draft papers, receive peer feedback, and refine their research outputs. Future Priorities for Scientific Personnel Development The following strategic period focuses on strengthening the knowledge management framework, revising workload allocation, and optimising academic compensation. A gradual transition from task-based remuneration to a fixed payment model commenced in 2023/2024, in line with the "Regulation on Work Planning, Accounting, and Remuneration" approved by the Senate. Research activities continue to be compensated separately, following a performance-based approach and ensuring priority-targeted support for scientific engagement. Full implementation is planned by 2027. Strengthening research personnel base will be achieved by attracting new researchers, fostering young researchers and effectively using annual appraisals for guidance of research activities of staff and renewing personnel. Aligned with RISEBA's institutional Strategy 2022–2027, Research Strategy 2025-2030, Academic Personnel Policy (APP) rigorous standards for recruitment are set, requiring a PhD degree, active scientific or creative engagement, and relevant professional experience. Several criteria (e.g. mandatory requirements on number of indexed publications, h-index, conference participations) already exceed the standard national requirements, facilitating the selection of the best candidates, as opposed to a large number of unproductive researchers. Mechanisms supporting early-career researchers, particularly doctoral students, are central to RISEBA's approach. Internally, PhD students benefit from supervision, mentoring, conference participation support (e.g., ASBBMC doctoral workshops), and free publication opportunities in the RISEBA Journal of Business Management (EMERALD/Copernicus/EBSCO/ERIH+). Externally, RISEBA's affiliation with AACSB, EFMD, EDAMBA, and EU-funded research consortia provides extensive mobility and professional development opportunities. This has been effective in the past period already, when doctoral students have participated in EDAMBA Summer Academy and Thesis Competition, with notable successes including Jacquemod Julija's first prize (2021) and Keller Pierre's sixth. Students are encouraged to present at high-ranking conferences (EURAM, RENT, AOM) and doctoral colloquia. Furthermore, PhD students actively contribute to EU-funded projects such as ProCESS, ERASMUS KA02 INTERGEN, CONNECT, and "Naturally Sustainable." Through these initiatives, RISEBA consistently strengthens the international research capacities of its academic staff and early-career researchers, ensuring sustained competitiveness and impact in the global academic landscape.
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1.13. Research infrastructure, accessibility, and management
(no more than 1000 words)

Describe the Entity's research infrastructure – RI – (including research equipment, computer resources, databanks, material collections, archives, support services, and technical staff) and its conformity to the scientific activity and the institutional management of the Entity, ensuring strategic and long-term development, infrastructure's utilization, quality assessment, and resource planning.

Include information regarding accessibility and international aspects of the RI, such as participation in RI networks, data sources accessibility via open access and joint use of data sources and e-infrastructures, accessibility, and maintenance of the Entity's RI (including RI's services, procedures for access for different types of users, activities of shared and joint use of data sources and e-infrastructures, infrastructure's maintenance, and training and support for users).

Include the information about the Entity's Research infrastructure management plan. Does this plan include guidelines on actions and activities to be implemented to ensure greater coordination and co-utilisation of advanced research infrastructure? Include information on the Entity's developed framework for the maintenance and management of research infrastructure.

RISEBA has made a significant investment in R&D infrastructure in the reporting period, particularly focusing on applied research-supporting data, advanced IT equipment and software, and user support areas – the most relevant to RISEBA's social science research profile, which traditionally is not associated with sophisticated scientific equipment. Core elements are:

Comprehensive IT Infrastructure:

- 282 Windows , 84 Apple computers constitute ITC base, shared for the study and research process, with dedicated high-performance media processing and AI-capable labs at two campuses (Meža 3/Durbe 4), all connected via 500 Mbps internet and WiFi access;
- in 2024, EUR 120k investment projects in networking, data storage and cybersecurity was commenced;
- staff researchers have a choice of using individual RISEBA-maintained notebooks or own equipment integrated into infrastructure and secured by RISEBA standards.

Extensive Library and Digital Resources Access:

- on-campus libraries available at both locations with co-working space, printing/copying etc. facilities;
- on-/off-campus access to:
 - subscribed leading academic databases (WoS/SCOPUS/EBSCO/Emerald) – with subscriptions regularly revised based on researchers needs;
 - global market data repositories (RISEBA is the only HEI with both Euromonitor International, Statista in such format);
 - business newsfeeds and archives (LETA, Nozare);
 - other academic resources (e-books from international and local publishers such as Pearson Education Ltd, McGraw-Hill Publishing Company, ITPS, Marston Book Services Ltd, and Thomson Publishing Service, curated list of open-access sources etc.).

Software and Tools Tailored for Social Science Research:

- extended access to Microsoft 365 platforms, including BI/Visio on-demand with extra academic individual licenses for advanced data tools (e.g. PowerUser etc.), Adobe CC (on-campus);
- research and analysis software IBM SPSS 21, R, QSR NVIVO 11, SmartPLS, Tableau to support quantitative and qualitative research activities and data visualisation;
- research survey tools such as Webropol and RISEBA-hosted LimeSurvey with ability to connect CINT panels from 120 countries;
- at SD, extended subscription to several AI and information research tools available for shared use (OpenAI ecosystem, Perplexity, Elicit, HeyGen etc.).

Shared Advanced Multimedia and AI Capabilities:

- RISEBA Production studio available with recording and support personnel BlackMagicDesign systems, portable multi-camera setups (Sony FS700, INSTA 360 Pro), and high-quality audio recording equipment (Rhode, Shure, Sennheiser);
- Media and VR equipment shared with FAD/FCMT:
 - 3D scanner Shining Einstar.
 - Redbox VR5 Pico4 Enterprise VR headset set (four glasses).
 - Five Juion CAMS 16 graphic tablets.
 - Avtek TS 7 75" digital board.
 - newly established Media Lab (2022) with 21-workstation media processing (2023, >EUR 100k investment).

Technological Innovations and Development Environment:

- apart from the production environment Moodle LMS, SD provides a development environment "sandbox" with extended capabilities for research and study developments including advanced generative AI – some resulting from earlier projects (Motival plugins, Heygen virtual avatar studio with video-chatbot capabilities, instructor and student chatbot support system from Digiteka project) to integrate research in high-quality course content;
- Panopto video repository solutions for study process, remote qualitative research recordings.

Support:

- daily support to researchers is provided by SD, IT department and library staff;
- training on newly acquired resources and tools are provided to staff regularly and video recordings are available on demand, and AI-avatar-driven training tools are being considered in future.

Future Developments:

- **Implementation of eduroam/eduGAIN access (2025):** since RISEBA joining VPC, will provide local/international students and visiting faculty/researchers with seamless access to their digital learning environment.
- **AI Lab initiative (2025):** Upon completion, students and researchers will have access to a shared workspace, equipped with subscriptions to research and generative AI tools, NPU-optimised computing stations, and media-enabled computers.
- **Systemic development and improvement:** RISEBA annually reviews and updates the range of software supporting research activities, SD evaluates and addresses requests for new research-support software in coordination with IT department.

1.14. Role in doctoral studies and post-doctoral research and its impact

(no more than 400 words)

Assess the role of the Entity in doctoral studies and post-doctoral research, as well as the academic and societal need for the Entity's provided doctoral studies and post-doctoral research in comparison to other competitors in the same field of science as stated in G1.1.

Is the placement record of the Entity's doctoral graduates from 2019-2024 available for inspection? Are the professors and leading researchers at the Entity active in tenure and doctoral committees etc.?

RISEBA FEB plays the leading role in the joint doctoral programme *Business Management*, delivered in collaboration with the BA School of Business and Finance and in partnership with SSE Riga, Kaiserslautern University of Applied Sciences (Germany), and Turku University (Finland). RISEBA lecturers are responsible for delivering 67% of compulsory Part A credit points. **The doctoral supervision capacity is robust**, with eleven RISEBA faculty members actively serving as supervisors. **RISEBA hosts a dedicated Promotion Council in economics and business science**, comprising eight recognised experts from multiple universities accredited by the Latvian Council of Science, three of whom are RISEBA representatives.

There is a growing academic and societal demand for doctoral and postdoctoral research at

RISEBA, driven by the need for interdisciplinary, practice-oriented solutions in business, management, and creative industries. Unlike traditional doctoral programmes, RISEBA directly addresses the real-world gap between academic inquiry and industry practice. The doctoral programme provides flexible, internationally connected, and interdisciplinary research opportunities tailored to rapidly evolving economic and technological landscapes.

On a societal level, Latvia, the Baltic region, and wider Europe increasingly require leadership capable of developing innovation ecosystems, advancing the creative economy, and fostering sustainable economic models. **RISEBA's emphasis on applied research closely linked to business and cultural industries equips graduates to impact society beyond academia, enabling businesses to adapt to change, supporting public sector innovation, and contributing to community development through knowledge transfer activities.**

The main competitors of RISEBA's Doctoral Programme in Business Management include internationally active, practice-oriented universities specialising in applied business research, entrepreneurship, and leadership development, such as Estonian Business School, ISM University of Management and Economics (Lithuania), BI Norwegian Business School (Norway), Riga Technical University, and the University of Latvia.

RISEBA differentiates itself through its agility, strong industry engagement, interdisciplinary integration, strong internationalisation, and focus on delivering research with tangible societal and economic value. Its doctoral programme offers a more personalised, interdisciplinary approach, frequently merging topics from management, communication, creative industries, and technology.

The placement record of RISEBA's doctoral graduates from 2019 to 2024 reflects successful career trajectories into academia and industry and is available for inspection upon request.

Furthermore, RISEBA's professors actively engage in broader doctoral governance structures, serving on Promotion and Professors' Councils, acting as Experts of the State Scientific Qualification Commission, and participating as doctoral thesis reviewers and opponents at the University of Latvia and Riga Technical University.

1.15. Sustainability of doctoral programmes and scientific excellence

(no more than 600 words)

Relevant only to universities and higher education institutions (HEI) and their assessment entities. The entities that are not HEIs provide the information regarding doctoral students and doctoral graduates under question No. 1.14.

Please provide a short description of the Entity's plan for ensuring the sustainability of its doctoral programmes by stating the main strategic priorities; include an evaluation of internal and external strengths, potential opportunities, and risks. Please, state a sustainable strategic plan for ensuring resource and infrastructure management and the necessary funding for doctoral studies.

Describe how the doctoral programmes are adding value to the results in the fields of science of the Entity's strategic specialisation and vice versa – how the achievements in the fields of science of the Entity's strategic specialisation are advantageous to the success of the doctoral programmes. Include aspects of collaborations with the industry or internationally where applicable.

1. The strategic priorities of RISEBA doctoral programme in Business Management to ensure sustainability are set considering internal and external strengths, potential opportunities, risks:

Internal Strengths: Established faculty expertise, access to institutional partner networks, strong management and economics education foundation. Open-type, flexible, personalised programme partly delivered online, attract international students and working professionals.

External Strengths: Integration into EU research networks (EDAMBA/AACSB/EFMD/CEEMAN), availability and practice of attracting international funding (Horizon Europe, Marie Curie, etc.)

Opportunities: Demand for data-driven decision-making in private and public sectors creates relevance for doctoral research. Emerging fields (digital transformation, AI, sustainability, behavioural economics) offer new research directions. International students are interested in EU PhD.

Risks: Limited national funding, brain drain, and competition from larger international institutions may challenge long-term sustainability.

2. The plan for ensuring the sustainability of the Doctoral programme includes the following:

Enhancement and Internationalisation: Ensure academic excellence by aligning with international standards, attracting top-tier supervisors and reviewers, and continuously engaging in global academic networks (AACSB,EFMD). In line with RISEBA's strategy, achieving AACSB accreditation is seen as the primary means of increasing the global competitiveness of programme graduates.

Strong Industry and Policy Engagement: Embed doctoral research within the needs of business, government, and society to increase impact and employability. Most of RISEBA PhD students come from a business background with academic interests secondary. This aligns with PhD students' profiles, interests, needs.

Interdisciplinarity and Applied Research – Foster doctoral projects that address contemporary economic and managerial challenges through interdisciplinary approaches and real-world relevance. Since the majority of RISEBA PhD students represent industry, their interests are applied-nature. It is acknowledged that this focus should be balanced with strong theoretical relevance, including theoretical novelty, to be ensured in dissertations.

Sustainable Academic Ecosystem: Provide structured mentorship, research infrastructure, career development support to ensure timely and high-quality thesis completion.

This includes attracting more international scholars as lecturers, thesis supervisors and reviewers. Offering double degree option with another European university is in development.

3. Financing

Tuition fees are the primary source of financing for the RISEBA doctoral programme. As the programme is among the largest in its field in Latvia, this is substantial base. Students are informed about the possibility of using external finances, such as the Latvian Education Development Agency's Latvian government scholarships for foreign students. The aim is to expand the possibilities of external financing and involve students more in EU-funded projects by linking their research with their objectives.

RISEBA acknowledges the programme's importance in strengthening its research capacity, and commits to investing in further development, infrastructure to secure sustainable and internationally competitive development.

4. Integrated development, considering society and the industry context

The programme adds value to the fields of social science and management. It contributes to scientific advancement by generating cutting-edge research in strategic areas like innovation management, entrepreneurship, organisational behaviour, and economic policy. The insights inform theory development, support evidence-based policymaking, and enhance teaching quality at all levels.

Conversely, the evolving knowledge base in management and economics enriches doctoral curricula, ensuring research remains relevant and impactful. Achievements in the field, such as new frameworks, datasets, or analytical methods, are used in the lectures to equip doctoral students with tools for robust inquiry.

Strategic partnerships with professional associations (e.g. LCC, LEA), businesses, financial institutions, and public bodies (e.g. PAS) sustain real-world industry relevance and enable

doctoral candidates to work on applied problems, access proprietary data, and improve the societal relevance of their research.

International co-supervision and participation in scientific communities (e.g. EDAMBA), expanding academic networks, increasing visibility, and fostering cross-border innovation are vital for ensuring academic excellence and the practical utility of the doctoral programme.

1.16. Science communication and public engagement measures

(no more than 400 words)

List the main directions and approaches employed by the Entity to communicate science to stakeholders and wider society. What are the target groups relevant to the Entity?

RISEBA communicates scientific knowledge to stakeholders and society through a multifaceted strategy, ensuring that research findings contribute meaningfully to public understanding, policy development, and economic advancement. The main strategic directions include:

1. **Knowledge Dissemination:** Publishing open-access articles, policy briefs, and practitioner-oriented journals to translate complex research into accessible, actionable insights.
2. **Public Engagement and Dialogue:** Organising public lectures, webinars, podcasts, and panel discussions that foster direct connections between academics, professionals, policymakers, and the wider public.
3. **Collaborative Platforms:** Establishing research centres, innovation hubs, and think tanks that engage external stakeholders in co-creating knowledge and applying research to address real-world challenges.
4. **Curriculum Integration:** Embedding research insights into study programmes, ensuring that students—future business leaders and policymakers—are equipped with the latest knowledge and skills.
5. **Digital Communication:** Using social media, blogs, and newsletters to reach wider audiences, enhance visibility, and demonstrate the relevance of research to contemporary societal issues.

Approaches prioritise **clarity**, **relevance**, and **interactivity**, adapting scientific communication to different audiences through storytelling, visualisation, and real-life case studies. Cross-sector events and strategic partnerships are actively encouraged to bridge academia with business and public institutions.

Key target groups include:

- **Private sector leaders and entrepreneurs**, applying research to strategy, innovation, and sustainability initiatives.
- **Public policymakers**, benefiting from evidence-based recommendations on economic development, regulation, and governance.
- **Students and alumni**, who carry academic knowledge into their professional environments.
- **Media and civil society organisations**, amplifying research messages to broader audiences.
- **Academic peers**, locally and internationally, to foster collaboration and maintain scholarly dialogue.
- **The general public** to whom RISEBA communicates as HEI, focusing on its expertise and influence on important social and economic policies via research.

Through these strategic directions and targeted approaches, a business school ensures that its scientific outputs achieve practical, societal, and policy relevance, reinforcing its role as a driver of informed decision-making, innovation, and sustainable development.

1.17. Measures implemented as a result of previous evaluation carried out in 2019

(no more than 800 words)

Describe the main recommendations in the framework of the previous evaluation, and the actions taken by the Entity in order to implement the recommendations.

In 2019, the Panel made five recommendations, with the following actions taken by RISEBA.

No.1. Focus more on the quality than on the quantity of research output. Attention paid to the sheer number of papers indexed in the Web of Science, particularly in Scopus, appears to work as a perverse incentive.

Since introduction in 2017, RISEBA's research support system has been systematically enhanced (last major update 2023), to promote high-quality scientific publishing, resulting in significant improvements. The system prioritises journals of high international scholarly standing (Q1-Q2 WoS/SCOPUS, prioritising AJG-ABS/ABDC-listed). Financial incentives are differentiated (1.12) to reflect impact/quality, additionally incentivising international co-authorship.

These targeted measures have led to doubling RISEBA's scientific output indexed in WoS/SCOPUS and increasing quality simultaneously. Notably, ~60% of outputs are journal articles. RISEBA researchers have produced over 25 publications in AJG-ABS/ABDC-listed journals, a significant upward trend. While focused on applied research, publications are theory-driven and methodologically rigorous, addressing globally relevant issues such as dynamic capabilities, organisational agility, M&A, digital transformation, AI, sustainable development, and start-up success, **through quality contributing to growing authors' h-indexes.**

No.2. Attending international conferences and presenting research to an international academic audience is important. However, one should also concentrate on high-quality international conferences rather than low-impact conferences and not only on presenting research but also on building strong networks to jointly apply for research project funds at the European level.

Curated list of conferences introduced to facilitate choice of high-quality international conferences (AOM/EURAM/SMS/RENT/AMS/EMAC, etc.) with funding allocated.

Researchers are encouraged to build networks, foster knowledge transfer and required to present outcomes at FEB meetings. **Networks established during conferences have led to joint project applications** GLOBE 2020, FORCE AI, Polish National Agency for Academic Exchange (NAWA) project "IAP 4 GenZ", subsequently Horizon project HYGGESTARMODEL. **Membership in academic networks and knowledge intake are facilitated** by covering membership fees.

No.3. Increase funding of research through joint (international) applications to EU Framework Programmes. Therefore, a more specific strategy is needed to build a supportive international network of researchers. It would be also recommended to involve strong international scholars to the scientific committee of RISEBA, the body that is important in establishing a research policy for the institution.

Research funding increased by attracting funding for applied research from EU programmes and private investment (EUR 13.3m worth of projects, 4.5m RISEBA share). **Significant investments in infrastructure** (>1m) were made, complemented by investment in AI Lab, cybersecurity.

Four international scholars (Prof.E.Velinov, Czechia; Assoc.Prof.J.Gabelaia, USA; Assoc.Prof.A.Pešek, Bosnia-Herzegovina; M.Alit Si, USA) **were elected as professors and associate professors at RISEBA during reporting period significantly contributing to research output.** International scholars have been invited as PhD thesis supervisors and reviewers, such as Prof.M.Saunders, University of Birmingham (UK), Dr.S.Saeed, Durham Business School (UK), Prof.M.Spremić, University of Zagreb (Croatia) and more.

No.4. Upgrade the research skills of current staff, make a PhD mandatory for all faculty members, set up a range of research seminars, invite leading international scholars to present their work and innovative research methods they use in advanced studies.

Since 2020, **research competence improvement activities, both internal and external, have been systemically implemented.**

SD supports faculty through monthly trainings on research, using digital tools and resources, integrating research results in teaching.

Annual Scientific Baltic Business Management Conference ASBBMC, organised by RISEBA and BA, includes pre-conference day to introduce test research developments, e.g. workshops 'Experience with using Secondary data and multilevel modelling' (Dr.M.U.Shahid, UK) and 'Necessary condition analysis: a new logic of analysing quantitative data' (Prof.I.Ludviga) in 2023, Prof.B.Butler's (Australia) workshop on using PRISMA in systematic literature reviews.

External activities for RISEBA faculty include open doctoral seminars y SSE Riga with invited leading international scholars on pen Workshop Series in Business and Management Studies, which promotes top-quality academic and applied research in social science (e.g. 'Combining theory and practice: Experience sharing on how to approach and apply research', 'Gaining insight through qualitative research', and 'Experiments in Entrepreneurship').

No.5. Engage in a long-term strategic planning exercise to improve the quality of research and to increase the visibility of research. As a small institution, accepting that focusing on a small and coherent research agenda might be more relevant than to engage in a relatively broad research agenda.

Following the Research Strategy, a **support system was systematically developed. RISEBA consolidated its research structure, reducing six directions to three coherent** and aligned with the RISEBA AACSB agenda. 2025-2030 Strategy commits to generating knowledge that supports societal development and enhances managerial education by aligning research with study programmes, ensuring relevance to the evolving business environment based on four pillars (1.11) of Excellence in Applied Research; Impact on Society and Business; Research Supporting High-Quality Education; Sustainable Innovation. Within its knowledge management framework, **RISEBA supports applied research through performance-based financial system that funds knowledge acquisition, creation, and dissemination, prioritising international collaboration, high-quality publications, and participation in international conferences and professional associations.**

1.18. The Entity's approach to incorporating OPEN SCIENCE aspects into the scientific processes (no more than 300 words)

Describe the Entity's approach to incorporating Open Science principles. Include in the description aspects of research data management in relation to Open Science. The description may also be in relation to the three Open Science pillars as defined in the Latvian Open Science Strategy 2021-2027 (Open Access to Scientific Publications, FAIR research data, and Citizen Science).

Incorporating Open Science principles into RISEBA FEB research practices involves a comprehensive, structured approach that promotes transparency, accessibility, and collaboration across the research lifecycle. The three pillars defined in the Latvian OSS2027 are systematically embedded into academic workflows.

First, RISEBA actively promotes Open Access to Scientific Publications, ensuring that research findings are freely available to maximise visibility and societal impact. This is achieved by financing open-access publications and depositing outputs in institutional or national repositories. Institutional

policies incentivise open dissemination, and FEB supports researchers through training and funding schemes. For example, the *Journal of Business Management* is listed in the DOAJ, with all articles published under Creative Commons Licence 4.0. Additionally, the Annual International Baltic Business Management Conference (ASBBMC), organised by RISEBA since 2020, is streamed online, expanding public access to research discussions.

Second, FEB fosters FAIR (Findable, Accessible, Interoperable, and Reusable) research data practices by advising researchers on creating sound data management plans and offering tools such as Webropol Surveys, Euromonitor, and Statista. Regular training and guidance on ethical and legal data handling are provided. Data generated through research projects is often reused in study programmes, promoting data-sharing and reinforcing the educational process.

Third, to support Citizen Science, FEB engages the broader public, including students, companies, and professional associations, in research activities. For instance, the annual Supervision and Project Management Conferences involve participatory research projects and community-based dissemination, strengthening societal relevance and democratising knowledge production.

Finally, RISEBA has become a member of VPC, to move towards integration in DataverseLV and European Open Science Cloud, enhancing collaboration in research and sharing results internationally.

RISEBA fully committed to Open Science, providing researchers with institutional guidelines, digital infrastructure, and ongoing education. Through these initiatives, RISEBA enhances scientific integrity, drives innovation, and reinforces its role as an open, collaborative knowledge hub within society.

2. RESOURCES

2.1. Personnel in 2019-2024 (persons/ FTE)

Provide the information in terms of full-time equivalent (FTE) about all personnel working in research during the period under review. FTE refers to annual full-time work (40 hrs per week). If a person's working time in the Entity is 40% of that of normal working time (i.e., 16 hrs per week), but other time is spent in different work (for example, teaching, administrative duties, consultations, this is calculated as 0.4 FTE.

	2019	2020	2021	2022	2023	2024
Academic personnel (relevant only to universities and higher education institutions)	54 / 11.3	47 / 11.8	42 / 11.9	38 / 12.3	36 / 12.3	33 / 14.7
Professors	6 / 1.7	8 / 2.2	8 / 2.2	7 / 2.1	7 / 2.1	6 / 3.0
Associated professors	11 / 2.1	7 / 1.8	5 / 1.8	7 / 2.0	7 / 2.0	6 / 2.4
Docents	25 / 4.5	23 / 4.6	21 / 4.5	18 / 5.0	15 / 4.8	15 / 5.7
Lecturers	10 / 3.0	8 / 3.4	9 / 3.4	6 / 3.2	6 / 3.3	5 / 3.4
Assistants					1 / 0.1	1 / 0.2
Other acting academic personnel						
<i>Master's students</i> out of total academic personnel						
<i>Doctoral students</i> out of total academic personnel						
<i>Arts Doctoral students</i> out of total academic personnel						
<i>Medical residents</i> out of total academic personnel						
<i>Postdoctoral researchers</i> out of total academic personnel						
Academic <u>research</u> personnel (defined in the Law of Scientific activity as Academic positions in scientific institutions)	40 / 11.8	40 / 11.6	38 / 12.3	36 / 11.7	31 / 12.1	23 / 12.3
Senior researchers	16 / 4.4	16 / 4.4	13 / 4.3	13 / 3.4	10 / 4.0	7 / 4.3
Researchers	21 / 5.4	21 / 5.4	21 / 5.5	19 / 4.1	16 / 3.4	12 / 4.4
Research assistants						
Research attending staff ¹	3 / 1.9	3 / 1.8	4 / 2.5	4 / 3.7	5 / 4.6	4 / 3.6
Research technical staff ²						
Other acting academic research personnel						

Bachelor students out of total <u>academic research</u> personnel						
Master's students out of total <u>academic research</u> personnel						
Doctoral students out of total <u>academic research</u> personnel						
Arts Doctoral students out of total <u>academic research</u> personnel						
Medical residents out of total <u>academic research</u> personnel						
Postdoctoral researchers out of total <u>academic research</u> personnel						
Other institution personnel	1 / 0.1					
Visiting Professors and lectures (according to the Law of Higher Education Institutions)	1 / 0.1					
Visiting researchers (according to the Law of Higher Education Institutions)						
Visiting research students						
Non-paid visiting professors ³						
Non-paid visiting researchers ³						
Non-paid research students ³						
Total active academic and research personnel	63 / 23.2	57 / 23.4	52 / 24.2	48 / 24.0	43 / 24.2	40 / 27.0
Bachelor students out of total active <u>academic and research</u> personnel						
Master's students out of total active <u>academic and research</u> personnel						
Doctoral students out of total active <u>academic and research</u> personnel	4 / 1.4	3 / 1.5	3 / 1.5	3 / 1.5	5 / 1.6	5 / 1.8
Arts Doctoral students out of total active <u>academic and research</u> personnel						

Medical residents out of total active academic and research personnel						
Postdoctoral researchers out of total active academic and research personnel	1 / 0.9		1 / 0.1	1 / 0.1		1 / 0.6
Trainees / interns / residents out of total active academic and research personnel						

NOTE: For required person/FTE information, an individual assuming both academic and academic research roles is captured as ‘person’ under both positions, while their research effort split between both, and non-research administrative duties excluded from their FTE.

- 1) Includes all research administrative personnel, as defined in the Law of Scientific Activity article 1 section 1 paragraph 6.
- 2) Includes all research technical personnel, as defined in the Law of Scientific Activity article 1 section 1 paragraph 5.
- 3) For example – as part of MSCA RISE mobility programme (Horizon 2020).

3. RESEARCH OUTPUTS

3.1. Number of scientific publications and other outputs 2019-2024

This question surveys how the research carried out in the Entity has impacted research in its own field(s). Provide the indicators of scientific publishing, most important research results during the period under review.

	2019	2020	2021	2022	2023	2024
Articles (full text publications) in peer reviewed scientific edited journals and conference proceedings included in Web of Science or SCOPUS databases	30	27	36	20	21	21
Articles in peer reviewed scientific edited journals and conference proceedings not included in Web of Science or SCOPUS databases	21	3	11	14	8	11
Defended doctoral theses	2	4	2	2	3	3
Monographs	1	2	5		¹	2
Other scientific publications ¹⁾	3	1			3	
Textbooks and other research-related publications		1				
Registered Latvian patents						
Registered European patents						
Other approved international patents						
Prototypes, computer programs and algorithms ²⁾	1	2	1	3	2	3
Cultivars registered each year						
Science communication activities (articles in popular science literature issues, self-published popular science literature issues, media materials – radio, TV, other media appearances).	12	13	16	26	38	44
Reports on research results from applied research or industry commerce, non-governmental institutions, state and municipality institutions			1			2
Participation in exhibitions with a prototype (-s) of research results	2	1	1			
Art and artistic related activities if they are recognised as R&D by higher education institutions in the respective field ³⁾						
Other ⁴⁾ *						1

* - registered trademark (27 EU markets)

¹⁾ Includes edited proceedings, collections, and special issues of scientific journals, and unrefereed scientific articles, excluding conference abstracts.

- 2) Approximates the number of programs and algorithms that have been approbated and in use outside the Entity.
- 3) Only if the Entity is implementing research and research-based artistic activities in the respective fields: Art (arts, design, history of arts, performing arts, music).
- 4) May include design products, prototypes, artefacts, exhibitions, performances etc. Please specify.

3.1.A. Publication and output

(no more than 300 words)

If relevant, please give a short explanatory text regarding question 3.1. This is an opportunity to emphasise and give more context to the outputs mentioned in question 3.1. Please note that most relevant projects and publications are to be listed in 3.3. and 3.4.

1. While RISEBA has significantly increased the number and share of WoS/SCOPUS publications, it is important to note that the adjustments in performance-based rewards and incentives for scientific output had been made to further facilitate high-quality outputs (Q1-2Q2, AJG-ABSD/ABDC-listed) – this resulted in less but more impactful publication in 2022-2024 – aa strategy in line with expert recommendations from 2019 (see 1.17.). This is aligned with decreasing the number of research personnel while increasing involvement in research (FTE) and effective outputs per researcher FTE (as seen from 2.1. and 3.1.)
2. To increase its impact in society, RISEBA has focused on building expert's image through dissemination of information about its research in local and international media – its explains the growth of research results published in popular media).

3.2. Other research outputs

If relevant, please list and describe a maximum of 10 other research outputs (non-traditional output type) that the Entity considers impactful and that were not included in section 3.1. of this report. Please list no more than 6 most relevant and impactful outputs.

Motival – know-how other than patents: social technology based on a set of machine learning algorithms in collaboration with private partners (Motival Development PS, Ex Novo SIA, Aptauju centrs SIA), initially developed since 2002 as research methodology, in 2019-2022 via ERFD applied research project “Development of Values-Based Skills to Increase the Quality of Human Capital” transformed into AI IT prototype for linking values with skills and demand in labour market (values-skills-occupation). This further was deployed for spin-offs attracting several major applied projects (>EUR 2m RISEBA share) for MSARD of Latvia, private research projects, deployed for AI-driven elective course recommendations in five universities, integrated in numerous applications in ~20 industries (from media to match-making).

ProCESS - know-how other than patents: methodology to train emotional, sensorial and spiritual skills and their application for complex managerial problems (PROCESS method). This methodology is implemented educational practices of RISEBA and partner institutions in France/Finland/Romania.

3.3. Most important research and innovation and collaboration projects

List a minimum of 15 most impactful projects to the research entity during the period under review.

Acronym	No	Name	Funding	Project Type	Period	Total budget, EUR	RISEBA share, EUR
Motival	1.1.1.1/18/A/151	Development of Values-Based Skills to Increase the Quality of Human Capital	EU: EFRD	Applied research	2019-2022	419,908	88,784
VARAM_IKT	2.2.1.1/19/I/002	Digital Skills development in population of Latvia (Dari Digitāli!) by MASARD	National: MASARD + EU: EFRD	Collaboration /Education	2021-2023	1,309,337	1,309,337
DIGITEKA	8.2.3.0/22/A/006	Digitalisation initiatives for student engagement and quality of	EU: ESF	Collaboration /Education	2022-2023	2,060,395	438,739

		studies at University of Latvia and partner HEIs					
INTERGEN	2020-1-FR01-KA204-079881	Cooperation for innovation and exchange of best practices European Inter-Generational Support Career Development Initiative	ERASMUS+	Applied research/ collaboration	2020-2023	395,188	31,857
CONNECT	617393-EPP-1-2020-1-MD-EPPKA2-CBHE-JP	Connecting universities-industry through smart entrepreneurial cooperation and competitive intelligence of students in Moldova, Georgia and Armenia	ERASMUS+	Collaboration /Education	2021-2024	932,798	43,479
ProCESS	621398-EPP-1-2020-1-FR-EPPKA2-KA	Knowledge Alliances Processing Complexity with Emotional, Sensorial and Spiritual Skills - ProCESS	ERASMUS+	Applied research	2021-2023	849,427	73,324
Expromed	NPHZ-2021/10046	Expromed - Expert roundtable method development program	Norway Funds	Applied research	2021-2023	43,390	43,390
Naturally sustainable	2021-1-LV01-KA220-VET-000025436	Naturally sustainable: integration of sustainability impacts into teaching, learning and student and personnel engagement systems in vocational education and training institutions	ERASMUS+	Applied research	2021-2024	352,275	59,703
C-DISK	CUP G49J2101746 0006	C-DISK "Certify Digital Soft skills"	ERASMUS+	Applied research	2022-2024	389,697	43,479
MEDIA	101082889, ERASMUS-EDU-2022-CBHE-STRAND-3	Strengthening the Quality of Online Education in HEIs in Moldova and Armenia	ERASMUS+	Collaboration /Education	2023-2027	967,241	65,843
Invisibles BALT	EN221201	The Invisibles: Baltics	Private: IFRD	Applied research	2022-2023	69,980	69,980
VARAM Mentoring	IL/25/2024	Development of digital self-services skills of Latvian population (MASARD)	National: MASARD + EU: NextGen EU	Collaboration /Education	2024-2026	381,150	381,150
FORCE AI	2024-1-DE01-KA220-HED-000250975	Fostering Opportunities, Resources, and Capabilities in AI for Effective Management of Higher Education Institutions	ERASMUS+	Applied research	2024-2027	250,000	56,014
INTELLIGENT	2024-1-LT01-KA220-HED-000256404	"INTELLIGENT: INnovative Teaching and Learning of GENerations Z and Alfa in Higher Education	ERASMUS+	Applied research	2024-2027	400,000	65,500
HYGGESTAR MODEL	101183077	Hygge Star Model - a new perspective and application	EU: Horizon Europe	Applied research	2024-2028	556,600	156,400

3.4. Most important publications by academic personnel and researchers

List 10-15 most impactful publications.

List Entity's key publications published after 2019, indicated in the order of quality. Please describe the reasoning for the importance of each of the stated publications. The list may also include manuscripts published during the period under review or manuscripts approved for publication but still unpublished. References to books should include names of editors, place of publication, and year.

No	Publication	Reason for including
1	Čirjevskis A. (2019). The Role of Dynamic Capabilities as Drivers of Business Model Innovation in Mergers and Acquisitions of Technology-Advanced Firms. Journal of Open Innovation: Technology, Market, and Complexity, 5(1), 12, https://doi.org/10.3390/joitmc5010012	SCOPUS Q1-2, starts new direction for RISEBA
2	Čirjevskis A. (2021). Exploring the Link of Real Options Theory with Dynamic Capabilities Framework in Open Innovation-Type Merger and Acquisition Deals. Journal of Risk and Financial Management, 14 (4), 168, https://doi.org/10.3390/jrfm14040168	ABDC-B

3	Vasiljeva, T; Kreituss, I; Lulle, I (2021). Artificial Intelligence: The Attitude of the Public and Representatives of Various Industries. <i>Journal of Risk and Financial Management</i> , 14(8), 339, https://doi.org/10.3390/jrfm14080339	ABDC-B
4	Jefremovs A., Kozlinska I. (2022). Music education in adolescence – A pathway to entrepreneurial identity?. <i>Industry and Higher Education</i> , 36 (4), pp. 442 - 455, https://doi.org/10.1177/09504222211042282	ABDC-C
5	Kaže V., Bolinskis G., Kurovs J. (2022). An Image-Based Approach to Measuring Human Values. <i>Societies</i> , 12 (6), 191, https://doi.org/10.3390/soc12060191	SCOPUS/WOS Q1-2, Core IP of RISEBA
6	Prohorovs A., Bistrova J. (2022). Labour Share Convergence in the European Union. <i>Economies</i> , 10 (9), 207, https://doi.org/10.3390/economies10090207	ABDC-C
7	Čirjevskis A. (2022). A Discourse on Foresight and the Valuation of Explicit and Tacit Synergies in Strategic Collaborations. <i>Journal of Risk and Financial Management</i> , 15(7), 305, https://doi.org/10.1007/s10672-023-09442-9	ABDC-C, ABS-2
8	Čirjevskis A. (2023). Managing competence-based synergy in acquisition processes: empirical evidence from the ICT and global cosmetic industries. <i>Knowledge Management Research and Practice</i> , 21 (1), pp. 41 - 50, https://doi.org/10.1080/14778238.2020.1801362	ABDC-A
9	Ludviga I., Sluka I. (2023). Work values and motivating factors of generation Z—the analysis of empirical research in Poland, Portugal, and Latvia. In Niezurawska J., Kycia R.A., Niemczinowicz A. (Eds.). <i>Managing Generation Z: Motivation, Engagement and Loyalty</i> , Routledge, pp. 31 - 59, https://doi.org/10.4324/9781003353935-4	Core IP of RISEBA
10	Prohorovs A. (2023). Re-Export: Assessing the Impact of Re-Export Companies on Sectors and the Economy. <i>Journal of Risk and Financial Management</i> , 16 (2), art. no. 77, https://doi.org/10.3390/jrfm16020077	ABDC-B
11	Hilger A.M., Velinov E., Özbilgin M.F. (2023). Against all odds: how the institutional context shapes diversity management in the Central and Eastern European Oil and Gas industry. <i>Equality, Diversity and Inclusion</i> , 42 (8), pp. 1141 - 1159, https://doi.org/10.1108/EDI-11-2022-0308	ABS-2
12	Velinov E., Hilger A.M. (2023). Control and its perception in CEE parent companies and their developed market subsidiaries. <i>Journal of East European Management Studies</i> , , 28(2), 241–264, https://doi.org/10.5771/0949-6181-2023-2-241	ABS-1
13	Pančenko E, Sakele, M. (2024). Financing of new SMEs in Latvia – opportunities and obstacles. <i>Copernican Journal of Finance & Accounting</i> , 13(1) - June 2024, https://doi.org/10.12775/cjfa.2024.003	ABDC-C
14	Ludviga I., Kalvina A. (2023). Organizational Agility During Crisis: Do Employees' Perceptions of Public Sector Organizations' Strategic Agility Foster Employees' Work Engagement and Well-being? . <i>Employee Responsibilities and Rights Journal</i> , 36, pp. 209–229, https://doi.org/10.1007/s10672-023-09442-9	ABDC-C, ABS-1
15	Preuss, L., Elms, H., Kurdyukov, R., Golob, U., Zaharia, R.M., Jalsenjak, B., Burg, R., Hardi, P., Jacquemod, J., Kooskora, M., Manzhynski, S., Mostenska, T., Novelskaite, A., Pučėtaitė, R., Pušinaitė-Gelgotė, R., Ralko, O., Rok, B., Stanny, D., Stefanova, M., Tomancová, L. (2023). Taking stock of responsible management education in Central and Eastern Europe. <i>The International Journal of Management Education</i> , 21(3), https://doi.org/10.1016/j.ijme.2023.100889	ABDC-C

4. DOCTORAL STUDIES AND POST-DOCTORAL RESEARCH

4.1. Number of students in 2019-2024

Give the number of completed Master's degrees and their ratio (a number) among those enrolled in the doctoral studies. Give ratio of doctoral graduates who had exceeded the period intended by the study programme as the normative time to degree (TTD) – (normative programme duration (credits) in percentages). For Entities that are not HEIs, please give an answer regarding students for whom the Entity was involved in the supervision (e.g. thesis is defended at HEI while it might have been developed under the supervision of the Entity that is not HEI or a student or doctoral student has been working at the Entity under the guidance of the researcher of the Entity).

	2019	2020	2021	2022	2023	2024
Completed their Master's degree ¹⁾	139	149	93	78	86	76
Enrolled in doctoral studies ²⁾ *	20 (3/0)	22 (8/4)	25 (12/1)	37 (14/2)	52 (15/3)	70 (20/2)
Defended doctoral dissertations	2	4	2	2	3	3
Co-supervision for the defended doctoral dissertations	0	2	2	1	1	1
Doctoral graduates exceeding the normative time to degree (%)	100%	25%	0%	67%	33%	67%
Number of post-doctoral researchers	1	0	1	1	0	1
<i>Only if applicable (in case of prof. doctoral studies)</i>						
Enrolled in prof. doctoral studies (only if applicable) ²⁾						
Defended doctoral work (i.e. doctoral theoretical study work and artistic creation work) (only if applicable in the case of prof. doctoral studies)						
Professional doctoral graduates exceeding the normative time to degree (%) (only if applicable)						

* - number of enrolled students, including (new students this year / Master's graduates from them)

¹⁾ Master's students are enrolled at the host universities and complete their degree there. Entity's personnel are also involved in supervising Master's theses.

Research institutes indicate Master's students only if, during the period under review, at least half of the Master's thesis has been performed at the research institute under the guidance of the research staff of the institute.

²⁾ Doctoral students enrolled at the university/ or a number of doctoral students who during the period under review have been working at the Entity under the guidance of the researcher of the Entity.

4.2. List of the Entity's academic research personnel's doctoral dissertations in 2019-2024

List no more than 15 of the Entity's academic research personnel's doctoral dissertations which have had the most impact to the research entity during the period under review. This can include defended doctoral work (i.e. doctoral theoretical study work and artistic creation work) that is a part of professional doctoral studies.

If at least half of the doctoral dissertation has been supervised and/or done at a research institute (institution/ assessment entity), the doctoral dissertation can also be listed as its own outcome. In this case also indicate the university (year of completion) where the doctoral dissertation has been defended.

Author's name	Title of dissertation	Year of completing the degree	University, where presented for defence	Reasoning for the importance/ impact	Elected	Non-elected
Nellija Titova	Impact Assessment of Intellectual Capital on Business Performance	2023	RISEBA	Research has helped develop unique expertise in the area of higher education and intellectual capital.		MBA and EMBA programme director at RBS
Levs Fainglozs	Criteria for Assessing the Founders of Start-ups by Business Angels for Making Investments	2023	RISEBA	Research has contributed to the Latvian Association of Business Angels.	Assistant professor at RISEBA	
Jūlija Jacquemod	Leader-Member Exchange and Organisational Trust as Context-Related Micro-Foundations of Organisational Innovativeness	2020	RISEBA	Won a 1 st prize in EDAMBA Doctoral Thesis Competition 2021. Have influenced multiple Master's programme students to study Leader-Member exchange, thus contributing to applied research in Latvian organisations	Assistant professor, researcher at RISEBA	
Viktors Turlais	The Impact of Transformational Leadership on Building an Organisational Climate for Creativity	2020	RISEBA	Research has contributed to improving the organisational climate in the online gaming industry. Victor uses his research results in his master's study course on strategic management.	Assistant professor, researcher at RISEBA	
Elina Mikelsons	Impact of Idea Management System Application Type on Idea Management Results in Enterprises	2020	RISEBA	Elina is chairwoman of the Idea and Innovation Institute, which she created after graduation. The institute's primary aim is to facilitate the development of the idea and innovation culture and practice in Latvian society.	Associate professor at RTU; Visiting lecturer at RISEBA	
Anita Gaile	Interaction of Personal Career Behaviours and Values of an Individual and Effect thereof on Subjective Career Success	2019	RISEBA	Anita has developed her own consultancy business. She has been involved in developing the standard for the profession of 'career consultant' and established an Association of career consultants. Anita's career consulting significantly contributes to society and businesses.	Assistant professor at RTU; Visiting lecturer at RISEBA	

5. NATIONAL AND INTERNATIONAL COLLABORATION

5.1. Collaboration

List no more than 30 collaboration partners for the Entity. This may include both: strong national and international collaborations the Entity views as the most relevant. The collaborator refers to a person or a research team with whom the cooperation has generated at least one of the outcomes indicated in section 3.1. Types of collaboration include e.g. joint projects, researcher mobility. In "Field of science", give the main field of the collaborator according to Cabinet Regulation of Sep 27, 2022, N° 595.

Organisation	Type of collaboration	Period (from – to)		Field/s of science (as stated in G1.2.)	Monetary value (RI share) EUR
Universities					
1. University of Torun, Poland	3 joint EU and NAWA funded projects, Monograph, Research articles, conference presentations (AOM, EURAM)	2019	2024	Social sciences	199,566
2. Lyon Catholic University (France) and University of Jyväskylä (Finland)	ProCESS project, and methodology, research articles, participation in conferences	2020	2024	Social sciences, Humanities	73,324
3. University of Latvia	Digiteka project (“Digitalisation initiatives for student engagement and quality of studies at University of Latvia and partner HEIs”)	2022	2023	Social Sciences	438,739
4. Fachhochschule des Mittelstands (Germany)	Projects CONNECT and MEDIA	2021	2024	Social Sciences	109,322
Other institutions of higher education (including colleges and academies)					
Public research institutes					
1. ECOLE (Italy)	C-Disk project			Social Sciences	43,479
Enterprises*					
1. Motival Development PS (Latvia)	Motival project, attraction of Digiteka, FORCE AI,	2019	2024	Social Sciences	1,836,961
2. Ex Novo SIA (Latvia)	Motival project, The Invisibles Balt, The Invisibles MX projects and few minor private applied research projects	2019	2024	Social Sciences	516,163

3. APRECA and European Placement Network (Germany)	Naturally Sustainable project	2021	2024		59,703
Sectoral public partners – government institutions, subordinated institutions, municipalities					
1. Latvian State Administration School	Annual Public Servants` Engagement Survey; Development of a unique Project Management Competency Model for the Public Sector, publications, conferences	2019	2024	Social sciences	ND
2. Ministry of Smart Administration and Regional Development of Latvia	Two nationwide projects to develop digital skills of Latvian population using Motival technology know-how and RISEBA developed learning content	2021	2024	Social sciences	1,690,487

* Experts will take into consideration that some information cannot be disclosed by the entity, due to possible limitations stated in the EU or national regulations on the protection of undisclosed know-how and business information (trade secrets).

5.2. Most relevant conferences, workshops and seminars organised by the entity²

Please list no more than 10 most important national or international conferences for the Entity, workshops and seminars organised by the entity. Please note the year and main collaborators for these activities.

Organisation	Type of collaboration	Period (from – to)		Field/s of science (as stated in G1.2.)	Monetary value (RI share) EUR
1. Annual Scientific Baltic Business Management Conference (ASBBMC)	Joint business management conference with BA School of Banking and Finance, Stockholm School of Economics in Riga and several associate partners each year, RISEBA as leading partner 2019, 2021, 2023 – already for 18 years leading event in field	2019	2024	Economics and business	95,000
2. Annual Supervision Conference	Annual conference, jointly with Riga Stradiņš University, Latvian Association of Supervisors – leading national event in field	2019	2024	Economics and business	120,000
3. Latvian Project Management Conference	Newly launched national event, collaboration with	2024	2024	Economics and business	8,500

	national Project Management Association				
4. (RISE) OF (B)USINESS MEETS (A)RT	Academic conference by RISEBA, aligned to 30 th Anniversary	2022	2022	Economics and business	25,000
5. Operating Doctoral Programmes in the Service of Society: Critical Transitions and the Future	EDAMBA annual conference and General Assembly hosted by RISEBA	2022	2022	Economics and business	20,000
6. FutureScape 2024 – Bridging Nations for Sustainable Development of Societies	Virtual conference on sustainable development, in partnership Mingachevir State University (AZ), Vytautas Magnus University (LT), Hochschule Kaiserslautern (DE), Škoda Auto University (CZ), Ankara Haci Bayram Veli University (TR)	2024	2024	Economics and business	4,500
7. Naturally Sustainable	Sustainability conference, joint project with partners from France, Italy, Germany, Ireland, Finland	2024	2024	Economics and business	15,000
8. Annual Doctoral Workshops	Pre-conference event for ASBBMC with BA School of Banking and Finance	2019	2024	Economics and business	28,000
9. The Changing World – Seeking New Solutions	Annual student conference by RISEBA with industry partners facilitating thesis projects to contribute to solving their business problems	2019	2024	Economics and business	24,000
10. Sustainable Development Roundtable	Series of roundtables jointly with Amber Advisory consultants with representatives of business, academia, public administration on sustainable development, taxation and regulation issues with wide media coverage	2021	2022	Economics and business	8,500

6. CONTRIBUTION TO INNOVATION, DISSEMINATION AND EXPLOITATION OF RESULTS AND OTHER SCIENTIFIC AND SOCIAL ACTIVITIES*

*In accordance with the entity's research strategy and other strategic goals.

6.1. Invited presentations at scientific conferences

List no more than 15 of the most important invited plenary and other presentations. Please list the information in ascending chronological order.

Name/s of the researcher/s	Topic of presentation (link if available)	Name and date of the conference	Outputs and outcomes of the collaboration
V.Kaže	AI Solution for On-the-Fly Profiling of Digital Consumers	India-Nordic-Baltic Conclave, 05/11/2020	Extended showcasing of Motival technology by RISEBA resulted in a new commercial spin-off of the technology (MotiLab), currently a prototype developed and was offered on first competitive project pitches

6.2. Memberships in editorial boards of scientific journals

List no more than 15 of the most important memberships. Present names for the most important journals in the field. Tick the box if the journal is indexed in either Web of Science or Scopus databases or both.

Name	Journal	Period	Web of Science	SCOPUS
A.Cirjevskis	Administrative Sciences	2019-2024	☒	☒
J.Jacquemod	Journal of Business Ethics	2019-2024	☐	☒
I.Sennikova	Entrepreneurship and Sustainability Issues	2019-2024	☒	☐

6.3. Prizes awarded to researchers, honours and scientific positions of trust

Give no more than 15 of the most important prizes and awards to the personnel.

Name/s of the researcher/s	Date	Prize, position
A.Prohorovs	2024	Article of Honour by Latvian Chamber of Commerce , Ministry of Economics for working paper "Introduction of Corporate Income Tax Deferral as an Essential Factor for Economic Development of Latvia" implemented in policies
A.Prohorovs	2024	Investor of the Year Award 2023, by Latvian Association of Risk Investors, Business Angels Network and Signet
V.Kaže	2021	Innovative Research Award at the International Marketing Academy Annual Consumer Marketing Summit for “Machine-Learning Solution for Values-Based Surgical Market Slicing”
J.Jacquemod	2019	1 st Prize Award in PhD EDAMBA Contest
K.Pierre	2019	6 th Prize Award in PhD EDAMBA Contest

6.4. Memberships in committees and in scientific advisory boards of business companies or other similar tasks of no primarily academic nature

Give no more than 15 of the most important memberships in governmental and private structures.

Name/s of the researcher/s	Tasks	Period	Outputs and outcomes of the collaboration*
A.Prohorovs	Member of Valdemars Foundation board at Latvian Chamber of Commerce	2019-2024	Collaboration with LCC resulted in impactful tax policy advisory research, delivering to RISEBA several significant publications and impact on economic development of Latvia
I.Senņikova	Board Member at CEEMAN	2019-2024	Role significantly contributed to both CEEMAN programmes, and building academic network and gaining exposure for RISEBA internationally
M.Zakriževska-Belogrudova	Board Member at Latvian Association of Supervisors	2019-2024	Collaboration with the community of supervisors across many organisations in Latvia contributed to attraction of students to MSc programme growing it to the largest in number of graduates in masters for RISEBA, establishing of highly rated scientific-professional conference and gaining leadership image in field in Latvia
V.Kaže	Representative of Founding Member at Motival Development PF limited partnership (LP) – LP set up by several businesses to develop AI-driven social technologies	2019-2024	Joint Motival project started (EUR 419,908, RISEBA share EUR 88,784) which contributed significantly to commercialisation of technology, IP acquired by RISEBA that attracted several significant new products
V.Kaže	Board Member at Advanced Information Society Association (AISA)	2021-2024	AISA is NGO founded by academia and tech businesses for information literacy advancement, a member of international OIP consortium. Collaboration resulted in joint projects, attracting UK government backed financing for AISA projects and supporting RISEBA's capacity to attract DIGITEKA project and further expand the impact of its Motival technology by creating a real-world-case of new EduTech spin-off prototype

* Experts will consider that some information cannot be disclosed by the entity, due to possible limitations stated in the EU or national regulations on the protection of undisclosed know-how and business information (trade secrets).

6.5. Non-academic collaboration

List here no more than 15 of the most significant non-academic collaborations during the period under review, e.g. industry contacts and clearly describe the type of collaboration. In the field: "Outputs and

outcomes of the collaboration” please clearly describe the significance of each of the collaborations listed, as well as its resulting outputs and outcomes. Please list the information in ascending chronological order.

Name and Organisation	Type of collaboration	Country	Outputs and outcomes of the collaboration
GLOBE 2020 (Global Leadership and Organisational Behaviour Effectiveness) project, Representative from Latvia	Prof. I.Ludviga is Latvian national representative for the project that examined the relationships among societal culture, leadership, and organizational practices in collaboration with more than 200 researchers from 62 societies. GLOBE has become one of the largest and most comprehensive studies of its kind in the social sciences	International, led by Simon Fraser University, Canada	A unique large-scale study of cultural practices, leadership ideals, and generalized and interpersonal trust in 150 countries in collaboration with nearly 500 researchers, outputs helped RISEBA to attract new project funding
EHRM (European Human Resource Management Programme)	Human resource research and consultancy project, annual partnership between seven EU universities and seven business companies	Pan-European (ES, PT, BE, NL, FR, IT, DE, LV)	Development and implementation of international HR management programme contributed to RISEBA curricula and ability to attract project funding for new projects
Motival Development	Motival social technology development – joint development of AI-driven solutions for consumer psychography	Latvia	Developed machine-learning solution, based on Motival Development custom methodology (Motival project) which was later adapted to multiple RISEBA project needs and increase ability for competitive project attraction (in total >EUR 2m worth share in projects)

6.6. Main contributions to practical innovations and development of industries, policy planning or evaluation

Give no more than 15 of the most significant contributions during the period under review. In the field: “Outputs and outcomes of the collaboration” please clearly describe the significance of each of the collaborations listed, as well as its resulting outputs and outcomes.

	Type of collaboration, Organisation, Country	Collaboration period	Outputs and outcomes of the collaboration
Practical innovations	Motival-based algorithm development for business and private matching based on personality types / Matchful Partners SIA + Motival Development PS	2019-2024	Novel Ai-driven solution for psychometric analysis in real-time implemented in Android/Apple apps internationally
Development of industries	Development of Skills mapping model for IT industry adult education in Latvia / SEDA (Latvia)	2024	Skills mapping model for IT education developed, analysis and recommendation of frameworks for Latvian adult education skills

			mapping created – as a result model implemented in adult education platform in Latvia to assist IT industry vocational education
Contributions to policy planning or evaluation	The Invisibles projects: Research methodology and fieldwork provider, policy recommendations / Ex Novo and Amber Advisory (Latvia), IPFD (International, Estonia), Vytautas Magnus University (Lithuania), National Science Foundation of Mexico	2023-2024	Implemented social policy changes in the Baltics (soon in Mexico) for re-integration of socially or economically strained groups
	Research and policy recommendations / Chamber of Commerce of Latvia	2017-2020	Working paper <u>"Introduction of Corporate Income Tax Deferral As an Essential Factor for Economic Development of Latvia"</u> and monograph <u>"Corporate income tax in Latvia and Estonia. Effects on entrepreneurial activity, investment, the unemployment rate, tax revenues and the economic growth of the state"</u> provided recommendations for Corporate Income Tax policy changes

7. FUNDING

7.1. The Entity's funding for scientific activities

Basic funding applies to the institution's/assessment entity's budget received annually under the Regulation No 252 adopted by the Cabinet of Ministers on 19th April 2022. The funding covers both the salary costs with taxes and operational costs. Use of research funding received from external sources, indicated per year.

Sources of funding	2019	2020	2021	2022	2023	2024	Total 2019-2024
Base funding (euro)							
Competitive research projects (euro)	55,328	126,103	98,684	230,902	475,040	303,467	1,289,524
State budget funding (euro)							
EU Structural funds budget (euro)	55,328	126,103	87,610	104,103	433,591	282,867	1,089,602
EU Framework Programmes' budget* (euro)							
Other national sources of finances (euro)			11,074	126,799	41,449	20,600	199,922
Other international sources of finances (euro)							
Infrastructure and institution development projects (euro)	188,833	177,182	186,754	172,011	220,275	347,415	1,292,471
State budget funding (euro)							
EU Structural funds budget (euro)							
EU Framework Programmes' budget* (euro)							
Other national sources of finances (euro)**	188,833	177,182	186,754	172,011	220,275	347,415	1,292,471
Other international sources of finances (euro)							

Private funding (euro)							
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* Horizon 2020 and Horizon Europe

**** - reflects own private investment made by RISEBA in research**

7.2. International competitiveness

Characterise the international competitiveness of the Entity in attracting funding (number of projects granted, types of the projects during the period under review).

In 2019-2024, RISEBA **pitched for over 170 competitive projects, attracted 52** with total project worth EUR 13.3m and **RISEBA share EUR 4.5m** – part of that income allocated over the period, rest – open projects in progress will generate income till 2028. Most of projects are applied research projects, others include application of RISEBA know-how for projects of public (most co-funded by EU: EFRD, ESF and EU NextGen) or private entities. Key driver for attracted funding has been collaboration with Motival Development PS; during the first joint applied research project (2019-2022) co-financed by EFRD a significant shared IP was created – **Motival social technology algorithm** set which **enabled variety of spin-offs and applications** developed for different new projects, **significantly increasing ability to attract funding and recognition and interest in collaboration by international partners**. Select examples of top recent international competitive project wins are below (RISEBA share in total funding shown in allocation):

Source of funding	Name of the project	Execution time	Allocated funds (euro)
Horizon Europe	Hygge Star Model - a new perspective and application	2024-2027	156,400
Private, international finance corporation	The Invisibles: The Baltics and Mexico	202-2024	89,890
EFRD	Motival - Development of Values-Based Skills to Increase the Quality of Human Capital	2019-2022	88,784
ERASMUS+	ProCESS - Knowledge Alliances Processing Complexity with Emotional, Sensorial and Spiritual Skills - ProCESS	2021-2023	73,324
ERASMUS+	FORCE AI - Fostering Opportunities, Resources, and Capabilities in AI for Effective Management of Higher Education Institutions	2024-2027	56,014

7.3. Commercialisation of the research

Characterise the potential contribution of the Entity in economic development – the orientation to commercialisation of the research and implementation of the results of research (collaboration with industry partners/entrepreneurs, contract research, Market-oriented research projects, and international support program for market-oriented R&D, spin-offs and innovation projects by industry to develop innovative and competitive products).

RISEBA is strategically positioned to expand its economic impact through applied, interdisciplinary research aligned with industry needs. Notably, building on its success with the Motival AI platform, RISEBA plans to further commercialise IP by scaling research-based digital tools in education, recruitment, and skills development.

The forthcoming AI Lab (2025) will enhance capacity for **high-impact research, prototyping, and spin-off development**, while the university's **business incubator will continue supporting start-ups rooted in academic innovation**.

Future priorities include **expanding contract research and co-funded innovation projects in areas such as digital transformation, sustainable business models, and creative industries**. Enhanced collaboration with private and public stakeholders will accelerate knowledge transfer and strengthen RISEBA's role in national innovation ecosystems.

RISEBA also aims to increase participation in EU Horizon and Erasmus+ projects, focusing on technology-enabled learning, sustainability, and cross-sector innovation. **These activities will reinforce the university's ability to generate competitive solutions with commercial and societal value, while deepening its international partnerships.**

The following projects are envisaged and under development with anticipated commercial outputs in the next period.

Source of funding	Name of the project	Execution time	Allocated funds (euro)
Own funding	AI Lab	2024-2025	25,000
Own funding + European funds	Adaption of Motival to EduTech: A solution for unmanned motivation-skills application to manage personalised career path	2026-2027	Own allocation: up to 45,000, external target 400,000
Private funding + European funds	Achieving Mental Peak: A Longitudinal Approach to Sustaining Athlete Motivation and Performance Using Values-Based Measurement	2026-2029	Estimate of 650,000
Own funding + European funds	ValueFit: Enhancing Corporate Culture and Hiring Through Values-Based Alignment Application	2026-2028	Estimate 450,000, Own financing 60,000

7.4. Role of different funding sources

(no more than 400 words)

Evaluate the role of different funding sources (State and different funding organisations) in promoting the scientific and societal impact of research.

Describe how the funding awarded by the State and other sources has supported the Entity in achieving the Entity's scientific and social impact. Scientific impact refers to the contribution of the research carried out by the Entity to the development of the field.

RISEBA has strategically leveraged a diverse mix of funding sources.

As state budget financing is not available for a private entity, **RISEBA has focused on a sequential approach in 2019-2024:**

1. **own private investment combined with private partnership** to generate know-how (e.g. Motival),
2. this further helped attract **competitive projects from international programmes** (Horizon Europe, ERASMUS+, EFRD, ESF, NextGen) to scale capabilities;
3. in parallel or after scaling, **know-how is deployed to compete for privately financed projects.**

These sources have played a critical role in advancing applied research, building infrastructure, supporting internationalisation, and promoting innovation across social science fields.

EU funding, has enabled foundational scientific activities and provided necessary stability for long-term planning. This support allowed for investments in doctoral education, participation in national research initiatives, and enhanced collaboration with Latvian public institutions (e.g., MSARD, PAS).

Centralised project management, and organisational structure with SD, PMO, doctoral studies in the same division, **provided quality supervision and prioritisation of project efforts, institutional support for identifying opportunities, writing proposals, and ensuring compliance** with capacity limitations of a small size but agile private entity.

Overall, this **mixed funding model has enabled RISEBA to expand interdisciplinary research, increase participation in global academic networks, and ensure that research outputs are both scientifically rigorous and socially impactful.** It has also significantly contributed to the growth of high-quality indexed publications, research capacity development, and the implementation of Open Science principles in line with national and EU priorities.

RISEBA Research Strategy 2025-2030 is built around a plan of continuous use of this model for the next period, particularly increasing own investment in infrastructure to build capacity for broader competitive pitching internationally.