

## Interview Guide

### Part 1: The Enterprise

#### 1.1 - Introduction/history

**History:** How did it start? When? Did you have a detailed **plan** or did you carry out a market study before starting? Was the business / organisation started by a single person, or through a partnership (family member or business partner)? Are you already making profit? If yes, how many years did it take you before making profit?

**Activities:** What were your **core (business) activities** when you started? **Did it change** since then? Did you develop new products / services? If relevant, what is your number of production / selling sites now? Where are your revenues coming from (i.e. : asset sale, usage fee, subscription fee, lending / renting / leasing, licensing, brokerage fees, advertising, etc.)? Who are your key partners?

**Team / Management structure:** Are you running the business mostly alone or do you have a team involved? If yes, can you say a little bit more about the team? Is there anything worth to mention regarding the management structure, and the types of jobs created?

**Competition & Added value:** Do you have competitors on the market? If yes, how do you differentiate from them? What is the added value of your products or services? What makes them **unique**? How do you determine the price of your products and services?

**Customers / users:** Who are your customers or users (i.e.: local, national, international? Young people, families, or retired persons)? How do you communicate with your existing customers or users and how do you acquire new ones (meetings, participation in fairs, newsletter, word of mouth, advertisement, webpage, etc.)?

### Part 2: Relationship with the business environment

#### 2.1 - Funding and Finance

##### Initial Investment:

Type of legal entity	Answer	Legal entity
Initial investment	EUR	Value
Share of public money in initial investment	0 %	Share
Share of private loans in initial investment (if relevant)	0 %	Share
Total investment	EUR	Value
Share of public money in total investment	%	Share

- a. Characterize and explain what external factors that were critical for providing funding and finance for your business.
- b. What conditions related to the funding and finance have not been fully or partially met, and if so; why?

- c. What changes or new developments do you expect in the future related to the possibilities for funding and finance, who is driving these changes how, and what implications do you expect from these changes for your business?
- d. What actions are you taking in order to change or shape the provision of external funding and finance?
- e. What type of demands or requirements did come with the investment or project money? Good or bad? (if relevant based on the previous one)

## **2.2 Technology and knowledge development: (technological knowledge and business knowledge)**

- a. Characterize and explain what external factors that were critical for acquiring the technology and knowledge needed for starting and running your business.
- b. What external conditions related to technology and knowledge development that are critical for developing your business have not been met fully or partially, and why?
- c. What changes or new developments (challenges) do you expect in relation to technological knowledge development in the future? What implications it has for your business?
- d. What actions are you taking in order to shape/ change/influence the development and access to technological knowledge? What (resource; rule, regulation or policy (institution); actor; transaction; cooperation; steering structure; process; learning and innovation activity) is used for your action?

## **2.3 Market structures**

- a. (Market structure refers to the other businesses (competition) that produces similar products or services.) What external factors or elements have had the strongest impact on the development of your business when it comes to market structures?
- b. What conditions of the institutions and organizations in the market have not been met fully or partially, and why?
- c. What changes or new developments of institutions and organizations related to the market structures do you expect in the future, who is driving those changes how, and what implications can this have for your business in the future?
- d. What actions are you taking in order to change/shape/influence the development of the institutions and organisations in the market?

## **2.4 Consumers Values and Perception**

- a. Characterize and explain what external factors that were critical for shaping consumers values and perception. These factors can be resources (e.g.), rules (formal or informal)/regulations/laws/policies (e.g.), actors (e.g.), cooperation (e.g.), transactions/process (e.g.), governance structure (e.g.), learning/education/ innovation activity (e.g.).
- b. What external conditions for shaping consumers values and perceptions have not been met fully or partially, and why?
- c. What changes or new developments do you expect in the future that can shape consumers values and perceptions, who is driving these changes how, and what implications do you expect from these changes for your business?
- d. What actions are you taking in order to change/shape/influence the business environment which shapes the consumer values and perception?

## **2.5 – Institutions (rules/laws/regulations/policies) development**

- a. What critical rules and regulations does your business need to fulfill to register and operate as a legal entity?
- b. Characterize and explain what external factors that were critical for setting and applying rules, laws, regulations and policies important for your business.
- c. What external conditions related to the setting and applying of rules and regulations have not been met fully or partially, and why?

- d. What changes or new developments (challenges) do you expect in relation to rules/laws/regulations/policies in the future? What implications it has for your business?
- e. What actions are you taking in order to change/shape/influence or develop new rules/laws/regulations/policies? What (resource; rule, regulation or policy (institution); actor; transaction; cooperation; steering structure; process; learning and innovation activity) is used for your action?

**2.6 -Training and education (focus on employees within the company (both short-term and long-term employees):**

- a. Related to education and training, what specific or particular education and training does your business need for developing and operating your business?
- b. Characterize and explain what external factors that were critical for providing training and education that is important for your business.
- c. What external conditions for education and training have not been met fully or partially, and why?
- d. What changes or new developments in education and training do you expect in the future, who is driving these changes, how and what implications can this have for your business?
- e. What actions are you taking to change/shape/influence the external conditions related to education and training? What actors, cooperation, or process were needed to shape these changes?
- f. How do you attract your employees? What are the success factors?

**2.7 Public Resources and Infrastructure**

- a. Characterize and explain what external factors (not directly included in your business case/model) that were critical for providing the resources and infrastructure needed for starting and running your business.
- b. What conditions of resources and infrastructure important for developing your business have not been met fully or partially, and why?
- c. What changes or new developments related to resources and infrastructure do you expect in the future, who is driving these changes how, and what implications can this have for your business?
- d. What actions are you taking in order to change/shape/influence the provision of resources and infrastructure?

***THANK YOU VERY MUCH FOR YOUR TIME AND SUPPORT!***