

METHODOLOGY FOR MAPPING

STARTUPS

Version 1
09 2019





InNow Mapping tool for Startups and SMEs

Title: "Assessing business capabilities of startups and SMEs"

self - assessment questionnaire by EIT InnoEnergy
approx: 5-10 min.

A **startup** is "an organization designed to look for a **business model** that is **repeatable** and scalable."

A company (like SME) is "an organization designed to execute a business model that is repeatable and scalable."

Based on the above definitions, the company you represent is:

- startup or
- SME

The survey is carried out by InnoEnergy Central Europe (Poland) and its partners in Croatia, Hungary, Slovakia and Slovenia. We would improve positioning and content of our business support package for startups' and SMEs' needs, so we created the following survey. Please tell us by marking the right number that represents best your business' interest and readiness in each specific topic.

Please take a look at the questions from business development perspective!

- The higher the score you give for 'Importance / need' the more effort we will carry out to assist you in that topic.
- The lower the score you give for the 'Level of ...' question the more effort we will put on helping you in that specific topic to build your business. The lower the specific level the higher the need of such assistance.

We believe the questions are easy and you are able to answer quickly although business development is a complex topic.



- Market and customer:

We try to figure out how deep, precise and well organised your understanding about market is.

Identification of customers' problem (Do you have a unique and common understanding of it among your company's relevant people?)	Importance	1	2	3	4	5
	Level of understanding	1	2	3	4	5
Definition of company's Unique selling proposition (USP) and value proposition (how much it contributes to the identified problem)	Importance	1	2	3	4	5
	Level of fit	1	2	3	4	5
Definition of market (Do you have a written segmentation, market size calculation, customer profile, go-to market strategy)	Importance	1	2	3	4	5
	Level of preparedness	1	2	3	4	5
Understanding competition (All major competitors identified and compared their performance to your company.)	Importance	1	2	3	4	5
	Level of readiness and update	1	2	3	4	5
Access to distribution channels (How properly the channels support to reach your sales targets, do they provide enough revenue?)	Importance	1	2	3	4	5
	Level of access	1	2	3	4	5

- Organisational:

Organisation (human, management) competencies	Importance	1	2	3	4	5
	Level ¹ of competencies	1	2	3	4	5
Management tools (that help or assist management activities like planning, execution, controlling, people management: Customer Relationship)	Importance	1	2	3	4	5
	Level of available tools in use	1	2	3	4	5

¹ Actual average level of competencies compared to the level that needs to develop the business successfully. 5



Management software, strategic planning tools, business planning tools, employee engagement survey, etc.)						
Interpersonal relations among shareholders	Importance	1	2	3	4	5
	Level of mutual understanding	1	2	3	4	5
Organisation processes	Importance	1	2	3	4	5
	Level of written processes that support business execution compared to an ideal level you think. preparedness	1	2	3	4	5
Roadmapping (action planning, project planning, delegation, controlling)	Importance	1	2	3	4	5
	Level of prepared and frequently updated plans and management control of execution	1	2	3	4	5
E-learning, electronically available materials	Importance	1	2	3	4	5
	Level of materials / courses used	1	2	3	4	5
Access to temporary (eg. student) workforce (how easily you can find someone when new temporary capacities needed)	Importance	1	2	3	4	5
	Level of access	1	2	3	4	5

- Legal and IP protection

	Importance	1	2	3	4	5
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Legal background (shareholders agreement, protection of confidential information, etc.)	Level of written contracts and documents prepared and signed	1	2	3	4	5
IP protection	Importance	1	2	3	4	5
	Level of protection compared to what needed	1	2	3	4	5



- Financial:

Financial planning (routine of planning, Return On Investment expectations, return for investors, cost control, revenue planning)	Importance	1	2	3	4	5
	Level of operation based on financial plans	1	2	3	4	5
Financial controlling	Importance	1	2	3	4	5
	Level of operation based on financial controlling	1	2	3	4	5
Financial resources	Importance	1	2	3	4	5
	Level of resources covering the actual costs	1	2	3	4	5
Competencies of investor (network, professional background, market knowledge, lead investor role)	Importance	1	2	3	4	5
	Level of help that the investor can provide based on his competencies	1	2	3	4	5

- Technology & knowledge

Access to research knowledge (own or partners' competencies eg. from university or research institute).	Importance	1	2	3	4	5
	Level of access	1	2	3	4	5
Access to engineering services outside of your organisation	Importance	1	2	3	4	5
	Level of access	1	2	3	4	5
Access to IT technology (AI, ML, Blockchain, etc)	Importance	1	2	3	4	5
	Level of access	1	2	3	4	5





- Infrastructure

Access to R&D infrastructure (laboratories, special equipments that doesn't belong to the core infrastructure and they need it only for the development period.)	Importance	1	2	3	4	5
	Level of access	1	2	3	4	5
Access to co-working infrastructure (own or hired if needed)	Importance	1	2	3	4	5
	Level of access	1	2	3	4	5
Access to makers spaces or open labs infrastructure (own or hired if needed)	Importance	1	2	3	4	5
	Level of access	1	2	3	4	5
In case the market requires feasibility demonstration before buying do you have access to partners who can provide pilot scenes or infrastructure to carry it out?	Importance	1	2	3	4	5
	Level of access	1	2	3	4	5
Access to manufacturing infrastructure	Importance	1	2	3	4	5
	Level of access	1	2	3	4	5
Access to distribution infrastructure	Importance	1	2	3	4	5
	Level of access	1	2	3	4	5
Access to IT infrastructure (ERP, BI, cloud, etc.)	Importance	1	2	3	4	5
	Level of access	1	2	3	4	5

- Partnerships

Corporate partnership (values you receive to support your businesses from partners)	Importance	1	2	3	4	5
	Level of values from partnerships	1	2	3	4	5
Research or academic partnership (values you receive to support your businesses from partners)	Importance	1	2	3	4	5
	Level of values from partnerships	1	2	3	4	5



- Data for classification

Country:			Poland, Slovakia, Slovenia, Croatia or Hungary		
Age of company			0-1	2-4	5+
Number of employees			0-10	11-49	50-249
Stage of Product / project development * https://ec.europa.eu/research/participants/data/ref/h2020/wp/2014_2015/annexes/h2020-wp1415-annex-g-trl_en.pdf	TRL5 or below	TRL6	TRL7	TRL8	TRL9
Income (total, last year)	0	1 EUR - 100 kEUR	100 kEUR - 2 mEUR	2 mEUR - 10 mEUR	10 mEUR - 50 mEUR