



SPININ

CLARIFICATION CARDS

QUESTIONS FOR INSPIRATION



GUIDE:

How to optimise the clarification process

Take a look at the current state of the company. What development needs does the entrepreneur have and what strengths can the entrepreneur talk about? Ask for specific examples and thus help the entrepreneur to examine both development potential and strengths that they cannot readily put into words. You can also ask about development potential and strengths in relation to achieving the growth targets that the entrepreneur has for the coming year (in the centre of the canvas - SPININ mill).

Define GROWTH TARGETS

Write the growth targets and time frame in the centre. Clarify the present situation in relation to the growth targets. Go through relevant themes on the SPININ mill. Use the clarification cards for inspiration.

Use the following color codes

Green:

Strength in relation to the growth target in the centre of the SPININ mill. The company does not need support to continue the work related to this.

Red:

Challenge in relation to the growth target in the centre of the SPININ mill. Area where there is a need for collaboration. Write a few keywords to describe the challenge.

Prioritise focus points

3 strengths:

Areas where you can contribute to others.

3 challenges:

Areas where you need others to contribute.



PRODUCT /SERVICE



CONCEPT

Value proposition

Customer

What value does the concept provide the customer?

Market

How does the concept fit into the market?

Society

In what way does the concept contribute to society?

Capturing value

How do you maintain and reuse this value?

Design

Aesthetics

What have you considered regarding product aesthetics?

What do the customers say about the design?

Functionality

What have you done to test/examine product functionality?

Is it user-friendly and does it meet the needs of the customers?

Service

Is the concept to offer a service or to provide service for a product?

Sustainability

What is the business' green profile?

Is your choice of materials and/or combinations of materials sustainable?



PRODUCTION

Work procedures

Efficient use of time, competences and resources

Do you work on streamlining work procedures in your company?

How do you achieve efficient use of your time and competences?

Billable time

How much of your time used is billable?

How do you price your services?

Do you compare your prices and offerings with the time you actually spend to ensure more accurate estimates regarding price and time consumption in the future?

Product and value chain

Raw materials, manufacturing, storage, sale and distribution

The product chain contains all product stages from raw material to finished product.

The value chain contains the activities involved to create value for the company. Describe your business' value chain from raw materials to distribution or from concept to the service delivered.

Concept development

How can you develop your concept so that you optimise the product chain and value chain?

Costs

How can you reduce costs in the product chain and value chain?

Production planning

Logistics

The logistics management of a company describes the activities involved in obtaining, storing and moving resources to the place where are needed, and for delivering the product/service to the customer.

Can you describe the logistics activities in your company?

Methods

Which production methods do you use?

In order to optimise production methods, which areas could you look into?

Subcontractors

Do you work with subcontractors, or are you subcontractors yourselves?

Does the collaboration function well?

Do you need contracts?

Knowledge and technology

Required knowledge

Do you or your network have the required knowledge?

Efficient and scalable technology

Do you have access to the required technology?

Is it sufficiently efficient and scalable to support your growth strategy?

SCALABILITY

Challenges of scaling 100% or 1000%?

Scalability is about the ability to handle the challenges involved when you want to increase production significantly. Can the product be scaled up to meet the requirements of additional markets?

Which markets?

And what changes are required in order to scale up the production?

Go through the different sections and consider the scalability of your product.



DEVELOPMENT

Method

Dialogue with the market

Have you been in dialogue with your customers?

Has it affected the development of your product/service?

What strengths and development needs do the customers point out?

Innovation competences (in your company/network)

Do you have the necessary innovation competencies in your team/company?

Or do people in your network have the required competences?

Research and knowledge

Do you/your network have the necessary knowledge?

Test (MVP/Minimum Viable Product)

Are you continuously testing your assumptions about your product/service to ensure that you are not wasting time and money on development in the wrong direction?

Are you familiar with the concept and process called Minimum Viable Product?

Time for development

Are you continuously adjusting your product/service in line with development of society?

Do you allocate time and resources to new development initiatives?

Development areas

Derived products/services

Is it possible to derive products or services?

New ways of using product/services

Can unused material/competences be used in new ways?

Additional services/products

Can you expand your range of services?

Are you aware of the possibility of exploring and exploiting the new opportunities that arise on the edge of your core business?



FORMALITIES

Legislation

National/international

Are you familiar with the national and international legislation relevant to your product/service?

Standards

Marking certifications

Do you know which standards/certifications might be relevant for your product?
Do competing products comply with standards and/or have they obtained certification?

Intellectual property rights

Copyright (protection of the company's work)

What have you considered regarding copyright?

Patent/utility model protection

Should the company take out a patent/utility model (dkpto.dk)?
What are your thoughts on this?

Trademark

Do you have a special name or feature you need to protect?

Design/royalty

Is it possible to receive royalties for your product?

Marketing law (legislation on marketing)

Which marketing guidelines do you have to comply with?





MARKET



CUSTOMERS

Customer knowledge:

Customer segment

Is your customer segment well-defined?

Who are the customers? (Age, geography, education, special characteristics) Do you use personas?

New customer segments as a result of growth

Can you reach multiple customer segments through growth?

Other potential customers

Can you identify other potential customers?

Customer relations:

Establishing customer relations

Describe your relationship with your customers?

How do you get new customers?

Maintaining customer relations

What do you do to maintain your customer relationships?

Dialogue

Are you in continuous dialogue with your customers?

Feedback

How do you incorporate feedback from your customers?



SALES AND MARKETING

Sales and marketing strategy

Activities

Which sales and marketing activities do you perform?

Do you have an overall strategy for these activities?

Distribution of roles internally/externally

Describe your distribution of roles for sales and marketing.

Are any external parties involved or do you perform all sales and marketing activities yourself?

From potential customer to sale

Which activities does your workflow involve from contacting potential customers to selling the product?

Does this workflow always involve the same activities?

Systems for customer relationship management (CRM)

Do you have systems for customer relationship management?

Do you collect information about your customers?

Sales and marketing channels

Printed media/www

What is your media strategy?

Do you use printed media or the web or a combination?

Ambassadors

Do you use marketing ambassadors?

How do you equip them to become your ambassadors?

Network activities

What network activities are you involved in?

Do the network activities create more business?

Social media

Passive sales

How do you include social media in your sales activities?

Do social media generate passive sales?

Viral channels

What viral channels do you have access to on social media?

Storytelling

How does social media contribute to your storytelling?

Relationship building

Is social media a part of your relationship building/customer care?

Costs

Budget

What is your budget for sales and marketing activities?

Impact measurement

Do you measure the effect of your sales and marketing activities?

COMMUNICATION

Profile

Visual and verbal identity

Do you have a visual identity? Describe it briefly.

Does it match your verbal identity, your narrative about your company, language, etc.?

Professionalism og consistency

Does this identity express professionalism and consistency?

www

How are you present on the web?

LinkedIn

Do you have LinkedIn profiles?

Do you use them in a business context?

Values and ethics

Describe your values.

Are there specific ethical questions in connection with your business?

Branding

Coherence with business strategy

Briefly describe your brand.

Is there coherence between your brand and your business strategy?

Direct and indirect value creation

Does your brand create value for you?

Does your brand support your customers' experience of your company as a professional company?

Does your brand support your company identity?

Name/associations with name

What have you considered regarding the name/associations with the name?

Cultural/international differences

Does your brand work in other cultural/international contexts?



INTERNATIONALISATION

International growth strategy

Market expansion

Do you have focus on how to expand your market internationally?

Risk spreading

Have you considered whether you can spread your risks by expanding internationally?

Workforce

Can internationalisation provide access to better and/or cheaper labour?

Increased profits

Can you increase your profits through internationalisation?

Considerations and challenges concerning internationalisation

Product/service types

Do your types of products/services fit into other markets or should they be adapted?

Customers

Do international customers have other preferences?

Competition

Who are your international competitors? How would you describe the international competition?

Resources

Are the required resources available internationally? (employees, premises, production facilities, sales channels, distribution, etc.)

Knowledge of language and culture

Do you have the required knowledge language and culture?

Geographic mobility

Are you mobile regarding international development?

Do you have networks in other countries that you could involve in the business?



COMPETITORS

Who are your competitors

Nationally?

Internationally?

Unique selling points (USP)

Differentiating from others on the market

What do you do differently from others on the market?

Strengths compared to competitors

In what areas do you distinguish yourself positively from your competitors?

Value for the market

Describe what value you bring to the market.

Competitor management

Positioning on the market

How do you position yourselves in relation to competitors?

New market shares

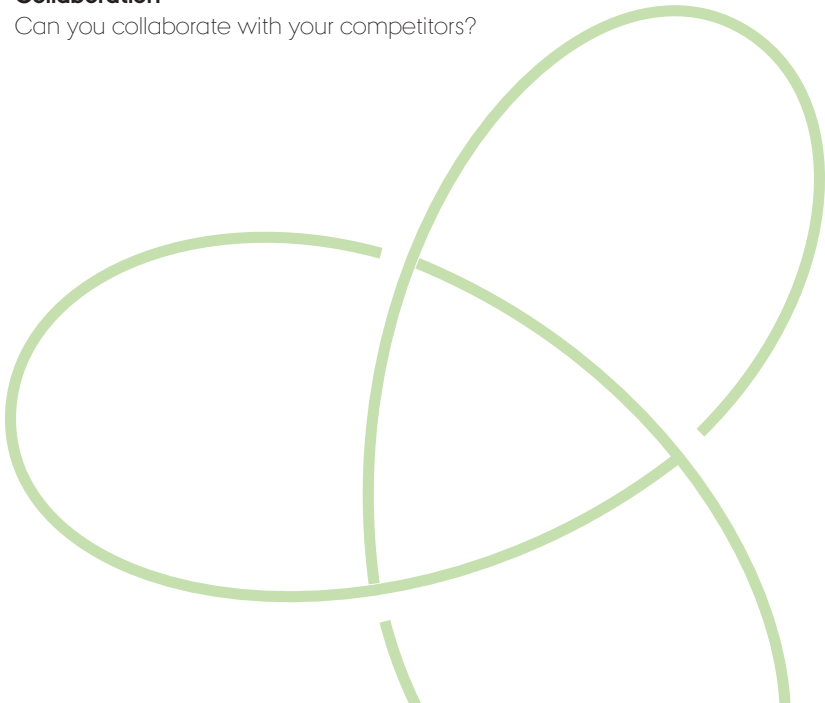
Can new market shares arise that expand the market?

Niche utilisation

Is there a niche in the market where the competition is less fierce?

Collaboration

Can you collaborate with your competitors?



DISTRIBUTION

Method

How do you distribute your products/ services?

Transportation

What forms of transportation are part of the distribution?

Scalability

Is this method scalable?

Costs

Is your current distribution setup cost-effective?





ORGANI- SATION



EMPLOYEES/STAFF

Roles and responsibilities

Distribution/delegation of responsibility

How do you distribute responsibility in your organisation?

How do you delegate tasks in your organisation?

Appropriate roles

Is the allocation of roles appropriate?

Efficiency

Is the current organisation efficient?

Team composition/group dynamics

Are you a good team?

Do you experience your organisation as dynamic?

Competences

Competence profiles

What do your respective competence profiles look like?

International staff

Do you have or plan to have international employees?

Can international employees offer better competences in specific areas?

Attraction and retaining talent

Motivation

How do you motivate yourselves/your employees?

HR activities

What HR activities do you have? (if you have employees)

Competence development

Do you ensure competence development for yourselves/your employees?

Other development activities

Do you have other development activities for yourselves/your employees?

Working environment

Physical and psychological

How would you describe the physical and psychological work environment?

Well-being

Do you focus on your own and your employees' well-being?

Legislation

Do you comply with the current workplace health and safety legislation?

MANAGEMENT

Management competences

Project management

Do you have the required project management competences?

Management of meetings

Do you have experience with effective management of meetings?

Personnel management

Which initiatives do you take to ensure appropriate personnel management practices?

Professional management

Do you have the required competences to manage specialists?

Competence development

Is there a need for competence development?

Vision, mission and strategy

Incorporated in the business

Do you have a vision, a mission and a strategy for the company?

Coherence with growth targets

Do your vision, mission and strategy coincide with your growth targets?

Structure

Communication channels

How do you communicate in your company?

Structure, purpose, content and frequency of meetings

How do you structure your meetings?

Is the purpose of the meeting clear and is the agenda clearly defined?

Is the frequency of your meetings appropriate or should you change it?

Culture and values

Characteristic cultural features or values

What characterises your company's culture and values?

Brand/concept supporting the values

Does your brand also support your values?

FINANCING

Financial resources

Liquidity

What is your bank balance?

Do you have sufficient liquid assets?

Bank loan

Do you have a bank loan, or do you have plans to obtain a bank loan?

Investor capital

Do you plan to attract investor capital?

Foundations

Are there foundations you can apply for funding?

Business procedures

Contracts

Do you have standardised procedures for contracts?

NDA

Do you have a non-disclosure agreement (confidentiality agreement)?

Profit

Billable time

Do you know how much of your time is billable?

Binding inventory

Do you have capital tied up to inventory?

Capturing created value

Do you manage to retain and reuse the value you create?

Financial management

Negotiation technique

How do you prepare for negotiations?

Pricing

How do you fix prices?

Budget

What does your budget look like?

Finance management

Sustainability of finances

Which initiatives do you take to ensure sustainable finances?

Programs/IT

Which programs/IT systems do you use for financial management?

COLLABORATION

Strategic partners

Do you have a network of strategic partners?

Subcontractors

Do you have a network of subcontractors?

Investors

Does the company have investors?

Network

Which formal and informal networks are you part of?

Board

Do you have or are you considering establishing a board?

Advisory board

Do you have or do you plan to establish an advisory board for the company?



FACILITIES

Production facilities

Are the required production facilities available?

Office/premises

What is your office space situation?

Storage

Is the required storage space available?

IT and communication

Do you have IT systems that support your business operations?

Means of transportation

Do you have the required means of transportation?





AARHUS UNIVERSITET



**INDUSTRIENS
FOND** FREMME DANSK
KONKURRENCEEVNE
The Danish Industry Foundation



DEVELOPED BY
**Centre for Entrepreneurship and
Innovation**

