The structure and dynamics for the BSR Consumer Cleantech innovation ecosystem

WP 3.1

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Abstract

SmartUp Accelerator is a three-year project that encompasses seven countries in the Baltic Sea Region (BSR), with the aim to create an ecosystem to support the acceleration and expansion of consumer cleantech. The ecosystem is to include not only companies with a consumer cleantech solution, but also business supporting organisations, financiers, policy makers and other relevant stakeholders - intermediaries, that is.

Building an ecosystem for supporting innovation requires knowledge on what it commonly constitutes - the fundamental cornerstones - together with an understanding of current ecosystem structures. This to best construct a comprehensive yet unique ecosystem that can facilitate trust, collaborations and synergies.

This report studies seven national ecosystems, meaning the ecosystem that exists within a given country, and how they are governed and developed. Additionally, the mechanisms within the ecosystem for supporting early stage venturing are explored, in order to understand the similarities and differences, and trying to point to best-practices amongst these along with how they can be relevant for supporting consumer cleantech.

The report is conducted through desk-research complemented by 14 interviews, two per country, with one of them targeting the national innovation agency (or the equivalence in respective country) and one targeting a state-of-the-art incubator. The author wishes to thank all who contributed to this report through engaging these actors in the interviews.

https://www.smartupaccelerator.eu/

Contents

What is consumer cleantech?

The term cleantech started to be used in the late 1990s and early 2000s within investment contexts, and is used to describe a company that does not only seek to make profit, increase performance, productivity and efficiency, but also minimising negative effects on the environment. Common associations to cleantech are photovoltaic cells (or solar panels), biofuels, fuel cells, water purification, and means of generating electricity from renewable sources. Traditionally cleantech firms have also been quite industry focused, as fingers are pointing at them for being heavy polluters while showing none or little effort to change current means into more sustainable ones. However, if private individuals consumption habits and behaviour do not change, the demand that upholds the large industries remain.

Therefore, cleantech should also be focused on private people - the consumer. Housing, transportation and food make out approximately 70% of a household's total natural resource consumption, while at the same time using up the majority of household's income. Hence it does not only make sense from a sustainable perspective to aim cleantech ventures at consumers, but also from a financial one. With this as a foundation, the term "consumer cleantech" was coined by one of the member organisations of SmartUp Accelerator - Demos Helsinki - and refers to cleantech companies with a business-to-consumer (B2C) focus.

Innovation at large

The importance of fostering innovation within a country, where residents are able and motivated to venture into the world of entrepreneurship, has for a long time been recognized as a vital element for a nation's prosperity. This statement is backed up by the Organisation for Economic Cooperation and Development (OECD) that claims innovation is a key driver for economic growth in developed countries, and the majority of a nation's growth can be directly attributed to it. Not only will innovation bring new job opportunities, lowering unemployment rate and increase tax revenue, but it will also enhance the overall perception of the country from an outside perspetive, if seen as innovative. This is turn may drive tourism, corporate companies opening new offices, employment-driven immigration and many other positives. So having a nation thriving with innovative individuals and ideas seems to be quite the obvious desire, but on whose agenda is that, and how is that managed? What are the mechanisms that drive innovation, what are the current conditions, how are they best utilised, and how can organisations best arrange themselves to provide state-of-the-art support to entrepreneurs? And how can all that be related to consumer cleantech? These are questions that will be explored in this report, to finally arrive at conclusions and what implications these answers may have to the creation of a BSR innovation ecosystem for consumer cleantech.

Innovation ecosystems

As concluded above, innovative citizens and innovations are vital parts of a nation's continued prosperity, and as a result being of high political interest. The so-called innovation ecosystem is a term that describes the various actors, stakeholders, and community members that are critical for innovation to take place within a given scope. Within the scope of a nation, politics plays a vital part in this, and can be seen as having a central role in setting the conditions for the innovation ecosystem. Aside from the involvement from the government, an innovation ecosystem typically consists of universities, corporations, startup support organisations, public or private investors and different foundations. Each actor plays an important part in creating value in the larger ecosystem by either transforming ideas into products or services or supporting the vertical or horizontal scale and growth for already established companies. All-in-all, the innovation ecosystem is a complex network of interlinked actors that in its entirety works to benefit the larger context it exists in. As previously mentioned, government engagements are seen as a vital part as it can directly impact the efficiency of the ecosystem, as different decisions and incentives can enrich or enable certain desired outcomes or conditions. By understanding bottlenecks or challenges, political decisions can add grease in between stakeholders within an ecosystem to remedy those obstacles, for instance increasing the likelihood of a large corporate company creating joint projects with smaller ones, or funding a science park that enables university research to be transformed into a business venture.
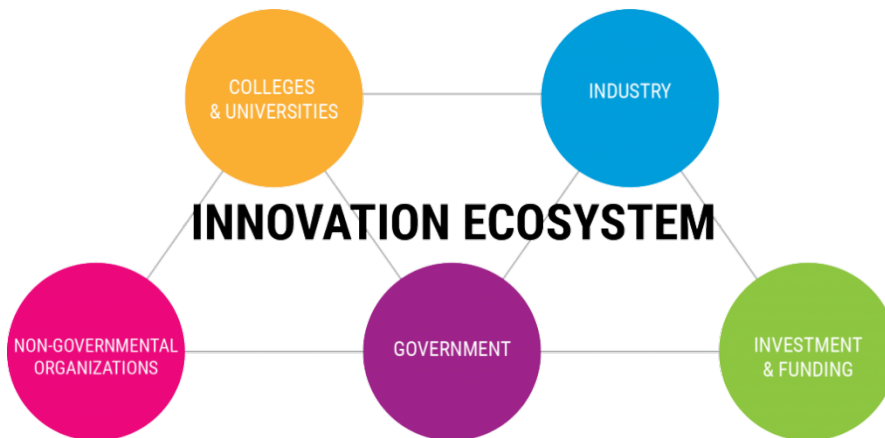

Figure 1. One example of an innovation ecosystem and its linkages between stakeholders

The government as an innovation ecosystem enabler

Looking deeper into how a government organises in order to best utilise their position and responsibility within the ecosystem, you find an appointed governmental body, or innovation agency, whose mission is to drive new and improved businesses through innovation. You could say that this agency is acting as the operative force within the innovation ecosystem, working to uphold and strengthen the different actors within it. What such a task entails can differ widely, but there are also many commonalities amongst the countries in the BSR, such as; allocation of

innovation-related funding channeled through the different EU-programs, being an innovation-advisor to the government, driving for-innovation policies and regulations, offering funding to entrepreneurs and researchers, adding and supporting new venture creation (in the likes of incubators and accelerators), and more. But given the diversity of the countries in the BSR, where you find a mix between smaller economies such as Latvia or Estonia, along with larger ones such as Russia and Germany, again the formal structure and responsibilities can differ. Germany for example, is more prone to have more regional differences that may affect the regional ecosystem and the actors within it than smaller countries where a national innovation strategy permeates the ecosystem regardless of what city or region you belong to.

Developing innovation ecosystems

Another task of an innovation agency, being positioned in the midst of the national innovation ecosystem, is to be attentive to other economies and how they go about to structure and enable a well-performing ecosystem for innovation. Many of the innovation agencies across the BSR countries are therefore engaging in networks to spread knowledge on best practices and other learnings from peers of the network. TAFTIE, The European Network for Innovation Agencies, is a network just like this, which five out of seven countries taking part in SmartUp Accelerator are engaged in. Sweden's innovation agency Vinnova speaks highly of this network as a great source for developing new strategies to foster innovation and also points out that it opens up for collaborations within Europe, which TAFTIE themselves regards of utmost importance in order for Europe as a continent to stay competitive. A peer-review program was introduced amongst Sweden's science parks and incubators thanks to the inspiration from participating in TAFTIE, and measures suggest that participants of such peer-reviews shows up to a 40% more prosperous operation compared to peers not taking part.

Another highly relevant community for both innovation agencies, but also incubators and accelerators (more on what they are, and how they function below), is the UBI Global. For innovation agencies they aid in developing their local ecosystem through monitoring and analysis of empirical data, to enable data-driven decisions and benchmarks through certain key performance indexes (KPI's). Complementary to the work the TAFTIE network is doing, these benchmarks aid to understand and identify challenges and bottlenecks within a nation's innovation ecosystem, and suggestions on how to solve them. From what is found, only Sweden's innovation agency is taking part in the UBI community; however many incubators and accelerators from the seven SmartUp countries are represented (that benchmarks business support activities, and not innovation ecosystem). Other networks or communities that provide similar offerings, where experiences can be shared and common challenges can be addressed include the OECD. Even though they are more general, their input and benchmark are said to provide an understanding of how different countries measure up to each other, and a useful tool as a third perspective can be a great complement to a nation's own analysis. In the OECD, all SmartUp countries but Russia are engaged.

Country	Sweden	Finland	Estonia	Latvia	Russia	Germany	Poland
TAFTIE	X	X	X			X	X
UBI	X						
ESN	X		X	X		X	X
OECD	X	X	X	X		X	X

Table 1 - The different SmartUp countries and their involvement in a few different networks that work with development for innovation ecosystems from a governmental perspective

Keeping up with the competition

As stated above, the innovation agencies have multiple tasks among which developing the national innovation ecosystem is one, with the subtask of guiding and encouraging actors and stakeholders within in. This can either be a proactive move, where predictions and analyses point to trends that are deemed important to the nation or reactively, when a gap or lack of knowledge or development has been identified. The strategy is often realised through offering subsidies, grants or other resources towards a specific cause, subject or domain, with the intention to speed up development of knowledge or skills.

Germany for example, being highly competitive in the field of medium-to-high-technology industries, are considering themselves as laggards in the development of high-tech products or services. As a remedy, Germany introduced a so called "High-Tech Strategy" in 2006 that for example promotes private-public collaborations, introduces different measures to speed up commercialisation of research ideas and results, and (of course) also aims to improve the conditions for innovation-related small and medium-sized enterprises (SME's). This is one of many examples of strategic innovation programs that a nation's innovation agency typically initiates and funds in order to incentivise and speed up advancement for a specific technology or within a specific field, and is seen across all SmartUp countries to some extent but with different focus.

Sweden innovation agency Vinnova, has understood through benchmarks and peer-reviews that the Swedish entrepreneurs need to put more focus on value-creation rather than perfecting products through ingenious engineering , which in turn has led to national educational seminars on value creation along with more thorough details on specifically value creation when a young company is applying for grants through their digital platform. More proactively, Vinnova also identified AI as a highly important field to invest in for future competitiveness, which has led to Vinnova co-financing a so called "AI-center" in Gothenburg aimed to attract talent, expertise, new ventures and R&D.

Stepping back from the government's involvement, activities and impact on the innovation ecosystem, and looking at how politics can allocate resources for innovation to impact the creation of new innovations, there may be some interesting correlations to be found. The OECD releases an annual publication on gross domestic spending per GDP of their member countries, and shows

how different countries and its resident companies chooses to focus their budget on research and development (see figure 2 below). These numbers do not solely rest upon political decisions, as private company's R&D spendings are accounted for as well, but there are again mechanisms that can be introduced or tweaked to further encourage allocation of resources into R&D.
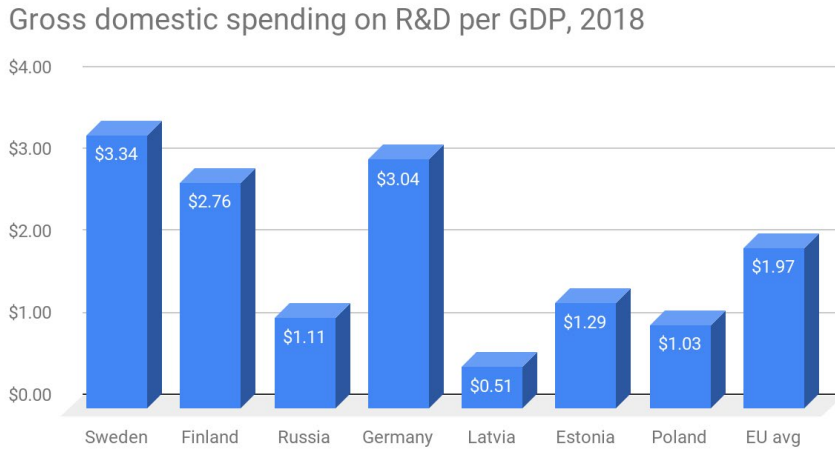
Gross domestic spending on R&D per GDP, 2018

Bar chart showing R&D spending per GDP: Sweden $3.34, Finland $2.76, Russia $1.11, Germany $3.04, Latvia $0.51, Estonia $1.29, Poland $1.03, EU avg $1.97.

Figure 2 - The seven SmartUp Accelerator countries and the respective R&D spending

When comparing the above figures to Bloomberg's Innovation Index of 2018, ranking the top10 most innovative countries, you find three of the seven countries there, Sweden (2), Germany (4) and Finland (7). This may suggest that there could be a correlation between the spending of R&D and the level of innovativeness. But once again, bringing innovations to the market does not only depend on R&D spending, but also a well functioning innovation ecosystem that has the capacity to create, accelerate and scale business ventures.

What has been concluded above is the importance of a pro-active government to govern and adapt the innovation ecosystem, along with some concrete examples of how that can be achieved in order to create and maintain a state-of-the-art innovation ecosystem. Such an ecosystem requires consistency in support from the earliest phases of innovation, where new ideas emerge and are acted upon, to the later stages where perhaps academic support or corporate involvement is required to scale the new innovation to becoming a global company. The early stages of business venturing, where much work is put on idea generation and development, validation and implementation, is typically dealt with by business incubators or accelerators. These are the operative, hands-on, nodes in the innovation ecosystem that are in place to commercialise great ideas and to nourish them to reach international success. An interview with one top incubator in each of the seven SmartUp countries was conducted to understand how they work with supporting new business ventures, and what the learnings and relevance for SmartUp Accelerator are .

Operational level support for new ventures

One node in the innovation ecosystem that is seen across all seven countries comprises business incubators and accelerators. These are organisations that helps aspiring entrepreneurs to start a new venture, or accelerate an ongoing venture by providing services such as office spaces, business coaching, networks, grants and/or investments. Seven incubators were interviewed for this study, hand-picked based on the criteria of being the most accomplished in each country, to understand their methods and processes used when supporting local entrepreneurs. Following an analysis of their operations, an assessment of the relevance for consumer cleantech is presented. One general finding that all interviewees had in common was that they were all partially or fully financed by the regional or national government with the purpose to foster entrepreneurial climate and activity. So in effect, referring to the previous chapter, this node within the innovation ecosystem is a result of a strategy on how to bring new innovations to life. Despite being outside the scope of the SmartUp Accelerator project, a note can be added that these types of supporting actors are in the US to a very large extent privately owned and ran - which is a clear difference from all the SmartUp countries.

Supporting startups & scaleups: tools, methods and frameworks

Looking at the seven incubators' operations in the BSR, there are a large number of similarities when it comes to their operational work; what tools, methods and processes are used. For business coaching, one framework all incubators mentioned being used was Steve Blank's so-called Lean Startup, which aims to shorten product development cycles by quickly assessing if a proposed business model is viable. This is achieved by experimentations on business hypotheses, tight iterative product releases and validated learnings. The methodology is used in early phases of business venturing, when exploring the product-market fit to the proposed solution. Alongside the Lean Startup methodology is a strategic management template called Business Model Canvas, also used by all seven incubators interviewed, which in a visual way presents vital business elements such as the value proposition, potential, revenue streams, partners, et cetera. Other commonalities amongst the interviewed incubators are features that you normally expect from such organisation; office space, mentoring, facilitating contacts and leads and tech-transfer opportunities.

The differences are more interesting to investigate though, specifically glancing at the Swedish incubator Chalmers Ventures, placing itself on number 12 as the world's best university-connected incubator according to UBI Global in 2018. Chalmers Ventures puts a lot of emphasis on creating a community for their incubated entrepreneurs, which is facilitated via the creation of different smaller networks for their portfolio of companies. There are for example a network specifically for the companies CEO's, where they frequently meet to share challenges, learnings and ideas. The same goes for their sales network, where all individuals engaged in sales activities can take part to share tricks of the trade, contacts to relevant stakeholders and also get assignments to share with the rest of the group on the next occasion.

These networks do not only facilitate useful resources in between the companies, but also build trust amongst the incubatees that can open up for collaborations beyond just sharing ideas and contacts. Furthermore, the incubator is also part of a regionally financed project called VINK (West Swedish Incubators), which is a platform created to share best practices with other incubators in the region, but most noteworthy to do peer reviews of one another. The peer review is an opportunity for other incubators managers to scrutinise, assess and give feedback to the reviewee. This, according to participants of such peer review event, is not only of value to the incubator being reviewed, but is a great platform for sharing learnings amongst the reviewers as well.

The Swedish incubator is not the only one doing the activities mentioned above, as interviews show that many others do them as well, but it seems like Chalmers Ventures have the widest array of offerings considered "best practice" and likely also able to execute them in a successful fashion. Looking at another significant activity offered from other incubators is a corporate-startup program. This is where incubatees are offered shortcuts into larger corporate companies for exploring possible collaborations that can potentially accelerate a company, considerably in its early stages.

What stands out as something noteworthy is that many of the interviewed incubators are lacking the opportunity of support beyond the very early phases. Some informal discussions with companies taking part in the incubation environments of the smaller economies of BSR expressed that the relevance for an incubator quickly diminishes after reaching the level of having a prototype. This suggests that what was before mentioned as a key for a well functioning innovation ecosystem, a consistency in support for business ventures both in both early and late stage, is perhaps something that may be underdeveloped in the smaller countries of the BSR. Here is where the relevance for a larger innovation ecosystem, beyond the national border, becomes highly relevant. This holds true for any new venture in these smaller economies, but is particularly relevant for consumer cleantech companies, where the average contract or sale is considerably lower than if targeting larger companies or industries and saturating the domestic market is done rather quickly.

Relevance for consumer cleantech

Most of the popular tools and methods offered by incubation and acceleration environments in the BSR, to support the growth of startup and scaleups, are highly relevant also for companies with a consumer cleantech focus. These tools are generic enough to provide a framework capable to support both B2C and cleantech companies, and so is the combination of the two also viable. Something that may or may not be relevant for consumer cleantech companies are the programs offering collaborations with larger corporate companies. As a B2B2C (business-to-business-to-consumer) company, collaborating with a large, established player can be an invaluable opportunity and great enabler for the smaller company, and even some B2C-companies can take advantage of such offering. Others may have little or no benefit from engaging with larger companies, as they may only be a competitor with a more traditional approach than the innovative startup.

The conclusion is that there is no reason for a consumer cleantech oriented company to avoid general incubator or accelerator opportunities for the risk of not being able to reap the benefits of their support. A consumer cleantech company share many similarities with a regular cleantech company, and other non-cleantech companies for that matter, and hence able to utilise methods

and tools in that same way. Note that this is not the same as saying that there is no point in tailoring support for consumer cleantech companies, as there are a plethora of reasons to do so.

The BSR consumer cleantech innovation ecosystem

Results from interviews with both national innovation agencies and accomplished incubators, along with complementary desk research, have shown that there is currently no formal ecosystem, initiative, network or organisation that is specifically dealing with consumer cleantech, apart from the SmartUp Accelerator project. This legitimises the questions whether such innovation ecosystem for consumer cleantech is needed, and if so, what should the ecosystem feature and who should take part?

As earlier suggested, working within the cleantech niche "consumer cleantech" does add certain challenges in comparison to non-consumer cleantech companies. Not only does consumer cleantech companies generally require a substantially larger critical mass of customers, as customers are often private individuals as opposed to a company. But it also often involves changing current, or introducing completely new behaviours. Behavioural change is also preceded by knowing and understanding current behaviours and cultures, which is a challenge in itself as there can be plenty of differences and nuances that are cumbersome to understand, especially for smaller companies without physical presence in other countries than their own.

These types of changes often call for collaboration and require an ecosystem with a range of actors as enablers, that sometimes may be situated outside national borders. Good examples of this are solutions within housing/real estate and transportation, where the creation of new markets necessitate cooperation between cities, states, and traditional property, construction and energy businesses and startups. This typically means a bigger undertaking than normally, thus requiring a vast and diverse network of intermediaries to enable this - often fundamental - transformation. An innovation ecosystem for consumer cleantech that also spans beyond national boundaries could possibly unveil ground breaking opportunities for companies. For example, a company struggling with regional or domestic regulatory challenges can source opportunities that allow for testing or piloting in other regions that can provide outcomes to strengthen their case. This could be seen as a way of finding early adopters of new, innovative products or services that may not never seen the light of day unless facilitation of test beds had taken place.

Scaling consumer cleantech solutions are also vital to enable real impact to occur, as the prevailing climate challenges faced today are of global scale, and the smart solutions must therefore also have a global reach to enable global, positive impact. Growth for consumer cleantech companies can also prove to be more complex, as it requires more elaborate branding strategies due to often much varied audiences than a traditional business-to-business startup has. Cultural and regulatory differences will also come into play, which can be especially difficult when introducing innovations that are challenging traditional norms and behaviours. This is why SmartUp Accelerator argues that creating an innovation ecosystem around consumer cleantech is of utmost importance, where young companies and intermediaries meet to participate in an open collaboration to help accelerate the global problem at hand. These intermediaries should range from incubators, accelerators and financiers, to research institutes, corporate companies and export councils. All considered vital elements able to enrich the different parts of a BSR innovation ecosystem, and enables the sharing of knowledge, needs and offers from domestic companies to foreign stakeholders.

The formal structure and format of the BSR innovation ecosystem for consumer cleantech is still in the works, and at the time writing somewhat of a "MVP" (minimum viable product). As described in this report, there are already a plethora of networks for both strategically oriented questions like TAFTIE that are typically intended for the organisations such as national innovation agencies, and operational ones like UBI, intended for business incubators. Due to these already established structures, the authors argue that incorporating the emerging consumer cleantech network into existing structures is recommended. This to both increase the likelihood of enabling larger impact from the companies being part of the network, but also attracting relevant intermediaries to it, capitalising on their existing brand.

But as integration into other existing business support ecosystems is a long-term strategy, and something that a continuation of the project may investigate, current emphasis is put on establishing the network as its own entity. This is achieved through the different activities in the project, where acceleration, matchmaking and training events across the BSR are all seen as opportunities to market, build and expand the consumer cleantech network. These events have gathered both startups and support organisations, the intermediaries, to accelerate new market entry, educate on insightful methods and to tie relevant support actors together and to the project. The latter is a fundamental part of the project's success; as mutual trust amongst the intermediaries in the emerging consumer cleantech network is a prerequisite for collaboration. Therefore is a "pay it forward" attitude continually encouraged and promoted in all SmartUp Accelerator activities, to foster trust and enable transnational collaborations facilitated by the network.

A concrete mechanism used in the project to foster mutual trust is the open space for sharing and supporting one other amongst the companies taking part in the acceleration. All participants of the accelerator grants access to a workspace in a software called "Slack" (an instant messaging platform), which enables easy communication between teams and partners in the project. During, but also post-acceleration (when they are considered alumni to the project), the participants are encouraged to support the other companies that intend to enter a new market. Most often, the entrepreneurs themselves hold highly relevant information regarding their home market, which another acceleratee may want to enter, and therefore accelerate learnings, development and potentially sales. When there is a new batch of acceleratees that are likely to encounter similar challenges that the alumni did, this behaviour seems to carry over from their own experiences - making them more willing and open to support others in their endeavours. The same idea is to be introduced to the intermediaries that have been involved in the matchmaking and training events, where experiences, contacts and resources are encouraged to be shared in order to support one another. The role model and inspiration of this notion of open collaboration and "if you scratch my back, I'll scratch yours" is Silicon Valley, which by many is claimed to be the secret recipe for the highly productive and successful companies coming out of that region.

Transnational collaboration within the SmartUp Accelerator network

The Smartup Accelerator project has as its primary goal to build a transnational ecosystem that strengthens the support delivered to small and medium-sized enterprises (SME) and startups in the Baltic Sea Region (BSR). Focus has been on market expansion and scaling for firms offering Consumer Cleantech solutions. The Smartup consortium partners have formed the backbone of

a network extending across the Baltic, from Western Sweden and Western Russia down to northern Germany and Poland. During the project, personal relationships have formed that are the prerequisite for any successful collaboration, information and knowledge concerning market conditions and structures in the respective BSR countries have been collected and used to the benefit of local Smartups starting their journey of international expansion.

This has also resulted in the annual Smartup Accelerator process that has been the principal means of transnational collaboration and has also resulted in a number of other collaboration opportunities.

Modes of transnational collaboration

- Market studies
  - o Market studies are crucial to chart the course for a market expansion and need to be a subject of transnational collaboration
- Transnational matchmaking events
  - o Transnational matchmaking events are a proven way of connecting people and business opportunities across borders
- Transnational training events
  - o Transnational training events constitute a powerful means to convey new knowledge and build new networks
- Transnational accelerator programmes
  - o The transnational accelerator programme piloted in Smartup Accelerator has been the hub of intense transnational interaction and has received praise from the companies involved

Benefits of transnational collaboration

The benefits of transnational collaboration, which will be exploited by the transnational SmartUp Accelerator Platform (outlined below), include

For large companies
- Increased access to consumer cleantech markets through collaboration with innovative start-ups and SME's
- Improved knowledge of local market conditions within the BSR

For start-ups/SMEs
- Peer-to-peer learning and experience exchange with firms from BSR
- Access to international expertise in business and market development
- Improved prospects of funding/investments
- Increased access to potential customers and partners

For intermediaries
- Access to contacts and information concerning BSR countries and markets
- Improved capacity to support local Smartups in BSR market development
- Identifying new partner and project opportunities

For investors
- Improved access to investment opportunities
- Access to expertise concerning Consumer Cleantech

- Access to local market expertise

The Legacy of SmartUP Accelerator project - the BSR SmartUp Accelerator Platform

As a legacy of the project, exploiting the results of Smartup Accelerator, a platform for transnational collaboration will be formed in order to create a lasting impact on the BSR Consumer Cleantech innovation ecosystem. Start-ups, SME's, large enterprises, intermediaries and investors will be invited to become members of the Platform.

Open resources on the Smartup Accelerator Platform shall include access to important websites, manuals, case studies, market insight, information of community organisations and the open event calendar, which is continuously updated by the network. Exclusive to members of the platform, a discussion forum, co-innovation opportunities and projects that are developed within the network, as well as peer support and connections will be offered.

The Platform will arrange (physical and virtual) matchmaking events, training seminars, project brokerage events and publish case studies of successful Consumer Cleantech ventures.

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Appendix 1. Questionnaire for interviews

Questionnaire for 3.1:

Enhance the strategic and operational framework of the BSR consumer cleantech innovation actors ecosystem

General information

1. What is the name of your organization?

2. How long has it existed?

3. What is the main role and responsibility of your organization?

4. Is it a private or public organisation?

5. How is it financed?

6. What is your annual turnover?

Supporting innovation

7. Is your organization contributing to knowledge development and/or diffusion? (eg. R&D, knowledge through experience - production, logistics, markets, etc.) If yes:
   a. Do you focus on a particular field or industry?
   b. Who are the recipients of this service?
   c. What are your activities that connects to knowledge development and/or diffusion?
   d. What is your reach and impact?
   e. Do you have a specified budget for this purpose?

8. Does your organization offer or mediate financial support? (grants, loans, venture capital, etc.) If yes:
   a. What types of financial support do you offer?
   b. How do you find/source applicants?
   c. How do you qualify applicants?
   d. Do you focus on a particular field or industry?
   e. What is the range of your investments?
   f. Are you arranging any activities that connects to this? (competitions, events, etc)
   g. How many companies/organisations have you supported so far?
   h. Do you have specified targets or goals?

9. Does your organization offer or mediate educational support? If yes:
    a. To whom do you offer this?
    b. How is it offered?
    c. Do you focus on a particular field or industry?
    d. Are you arranging any activities that connects to this? (events, study visits, etc)
    e. What are your main sources of inspiration?

10. Does your organization offer business coaching / development? If yes:
    a. To whom do you offer this?
    b. How is it offered?
    c. Do you focus on a particular field or industry?
    d. Are you using any particular tools or methods in your work? (e.g. business model canvas, lean startup methodology, etc)
    e. Are you arranging any activities that connects to this? (events, study visits, workshops, peer-to-peer networks, etc)
    f. Is all support done in-house?

11. Does your organization offer or mediate infrastructure? (eg. production facilities, digital platforms, testbeds) If yes:
    a. To whom do you offer this?
    b. How is it offered?
    c. Are you arranging any activities that connects to this? (competitions, match-making, etc)
    d. Who manages the infrastructure, and how utilised is it?

12. Is your organization contributing to the development of social capital (trust and understanding between actors)? (seminars, workshops, meetings, etc.) If yes:
    a. To whom do you offer this?
    b. How is it offered?

13. Are you in some other way supporting innovation? If yes:
    a. What type of support is that?
    b. How are you contributing? (activities, impact, geographical scope, financials, etc)

14. How large is your overall budget for activities supporting innovation?

Other areas of interest
15. How is the attitude towards peer-to-peer learning amongst the organizations you support? Are there any structures in place, or are they more ad hoc based?
    a. If a structure is in place, how are they managed and maintained?

16. Are you a part of any cluster or other networks? If yes:
    a. How was it initiated?
    b. What is the overall goal of this structure?
    c. Who is a part of it?

    d.   What＇s your activity and responsibility in this context?

    e.   Is it a formal (e.g. financed by an interest group) or informal (e.g. community) setup?

    f.   What is your opinion on the setup, does it support the cause?

    g.   Do you collaborate with other organisations, different from your own (perhaps municipalities, R&D departments, universities)?

17. Which are the most important success factors to your organization? And how do you measure them?
18. What could you improve in your processes and work?

19. Is there anything significant to your organization - something you do better/different than others? If yes:

    a.   On an national level?

    b.   On an international level?

20. Are you actively pursuing new methods or processes for improving performance in your organization? If yes:

    a.   How do your source these methods or processes?

    b.   Do you have any examples of successful methods or processes implemented?

21. Is there any political engagement or support in your organisation? If yes:

    a.   How does that impact your work, goals and processes?

22. Are there any support organizations that you think deserve more visibility or support?

Consumer cleantech

23. Have you heard of the term consumer cleantech?

24. Is your organization a part of, or running, any incentives or programmes which could support consumer cleantech endeavours?

25. What is your view on specifically supporting consumer cleantech companies?

26. Any other general thought or reflections on consumer cleantech?