



## Solution 2: Methodology for supporting e-bio-business launching and online tool.



# Contents

<b>INTRODUCTION to Methodology for “supporting e-bio-business launching”</b>	<b>2</b>
<i>The methodology includes the following elements:</i>	2
<i>The criteria for selecting companies:</i>	3
<i>The methodology goes online:</i>	3
<b>GUIDELINE for “supporting e-bio-business launching”</b>	<b>3</b>
<i>PRE-QUESTIONS FRAME (Company self-assessment):</i>	3
<i>QUESTION FRAME:</i>	3
<i>CV: COMPANY COMPETANCE IMAGE</i>	5
<i>E-BIO-BUSINESS WHEEL:</i>	5
<i>ROADMAP:</i>	5
<i>E-BIO-BUSINESS TEST:</i>	5
Model for quick and low-cost testing of biological products:	6
A case for launching - clarify the insecurities	6
<b>WORKFLOW</b>	<b>6</b>
<b>A ‘STEP by STEP’ manual - the process with a company.</b>	<b>6</b>
<b>References:</b>	<b>11</b>
<b>Appendix:</b>	<b>12</b>

## **INTRODUCTION to Methodology for “supporting e-bio-business launching”**

The e-bio-business launch methodology is a solution designed for business support offices and local administration departments (BSO) dealing with business promotion. The aim of this methodology is to go a step further by building on the new capabilities acquired by the target groups and provide a solution that enables a rapid launch of e-bio-business through a holistic approach to the needs of SMEs.

The goal has been as follows...

- *Create a solution and tool to facilitate the target group's process of moving the local businesses into e-bio-businesses.*
- *Provide business support offices/local administration departments (BSO) with a fast tool for easy identification and launching of potential e-bio-businesses.*
- Integrate the methodology into an online assessment tool.

This method is based on the assumption that BSO has the right capacity and covered competence profile, so BSO staff will be able to implement this new method for rapid launch.

The methodology and tools to support e-bio business launch will create a link between SME needs and BSO staff, which will facilitate this screening and speed up the process of a better identification and to moving the local businesses into e-bio-businesses.

### **The methodology includes the following elements:**

**GUIDELINE** for how using the tools as BSO and ensure consistency between the individual elements for supporting e-bio-business launching. At the same time, a ‘**step by step**’ manual that describes a process with a company.

- **PRE-QUESTIONS FRAME (Company self-assessment)** for give a picture of the company's maturity and readiness for a further process.
- **QUESTION FRAME** for collecting answer/data from the interviews with the potential e-bio-businesses SME.
- **CV: COMPANY COMPETANCE IMAGE** which provides a picture of the strengths and gaps of the company in order to make a launch.
- **E-BIO-BUSINESS WHEEL** for data analysis. The result shows whether a potential e-bio-business SME is READY or NOT READY to proceed with a launching OR clarify HAVE TO BE READY.
- **ROADMAP** for the company with a detailed game plan (tasks) for launching the business. The two HUBs (Bio and Digital) are activated to support the different points/tasks in the plan that deal with bio and digital actions.
- **E-BIO-BUSINESS TEST** for a rapid testing of the SME with the mantra of testing fast and cheap.

## **The criteria for selecting companies:**

A number of companies should be selected to be interviewed for solution 2. These companies should be selected based on the following criteria.

- The company is a potential start-up or entrepreneurial company with a desire to launch their first bioproduct (organic/biological product) where their knowledge and experience is limited or non-existent. The company also sees the implementation of digital elements as a growth driver for the business.
- The company is an established business with a desire to launch their first bioproduct (organic/biological product) or they have experience with bio-products BUT want to launch a new bio-product where their knowledge and experience is limited or non-existent. The company also sees the implementation of digital elements as a growth driver for the business.

## **The methodology goes online:**

**ONLINE ASSESSMENT TOOL** supports BSO in assessing whether each SME is ready for e-bio-business and a launch. The tool will inform Bio-Hub and Digital-Hub depending on the entered data. The tool will make the process more efficient and help ensure a uniform weighting of the analysis results for the assessment.

## **GUIDELINE for “supporting e-bio-business launching”**

The E-Bio-Business methodology offers a structured and efficient way for BSOs to support local businesses in transitioning to e-bio-business. By using the four key tools – Question Frame, E-Bio-Business Wheel, Roadmap, and E-Bio-Business Test – BSOs can quickly identify, evaluate, and support potential e-bio-businesses for launching.

**PRE-QUESTIONS FRAME (Company self-assessment):** The company itself fills in the introductory questions that give a picture of the company's maturity and readiness for a further process. There is an opportunity for the company to elaborate on their answers for a more in-depth self-assessment that can support their maturity and readiness. This part is done before the qualitative interview with the “QUESTION FRAME” will be started up between the BSO/consultant and the company.

### **QUESTION FRAME:**

Question Frame is a structured interview tool designed to analyze a company's maturity in different key areas that are crucial to becoming a successful e-bio company. Using a scale from 1 to 4 points, BSOs can quantify a company's professional and overall maturity in each area. Always ask follow-up questions to assess the maturity of the company's response - does the company have knowledge and experience in the field. It will always be up to the individual BSO to assess the company's maturity on the scale. Mark your choice by making a circle around the number.

**If a question is not relevant to the individual company to determine whether the company is mature and ready. You have the option to use ‘not relevant’. The question will then not be included in the assessment.**

A company that scores 1 point in maturity has non/low knowledge or non/low experience in the field, whereas a company that scores 4 points has very good knowledge and experience in the field. The assessment is done

by the BSO person in dialog with the SME to ensure an agreement of the weighting / scoring. This will also ensure an easier process of creating a roadmap with concrete actions to get ready for launch.

**Points are based on the following scale:**

*1 point: No or very limited knowledge and experience - No knowledge of the topic and no practical experience.*

*2 point: Basic knowledge and some experience - Familiar with the main concepts and has limited experience.*

*3 point: Good knowledge and experience - Has a solid understanding of the topic and regular practical experience.*

*4 point: Very good knowledge and experience - Is very comfortable in the field with practical experience and good theoretical insight.*

**REMEMBER: a question should always be followed up with 'how' or 'why' to obtain an in-depth answer that will ensure a valid assessment of the company's maturity - and your ability to conclude whether 1, 2, 3 or 4 points are being awarded.**

**Therefore a 4 points scale:**

**Avoids centre choices:** *With an even number (e.g. 4), respondents are forced to take a position either positively or negatively, rather than choosing a neutral centre (as in a scale of 5).*

**Simplicity:** *Fewer options make it easier and faster for respondents to answer, especially if the questionframe is long.*

**Clarity:** *It becomes easier to analyse the answers as you avoid complex nuances or 'grey areas' that often occur on larger scales (e.g. 10).*

**Make you notes:** You also have the opportunity to write down your own comments during the interview. These notes will support you in assessing the company's maturity and help you describe the 'ROADMAP' tasks that need to be performed in the company to get ready for testing.

The question frame is divided into 4 areas, each with their own number of sub-areas and related questions. It has a weight to the areas of Bio and Digital due to the methodology's focus on clarifying and supporting e-bio business launching. If the score is low in the Bio or Digital area, activate contact to the hubs.

After the interview, the company's score in each sub-area - along with WHEEL-tools - will give an overall picture of their maturity - READY OR NOT-READY to launch. A company that scores low (1 or 2 point) needs significant support and development, while a company that scores high (3 or 4 point) is very mature and ready to launch as an e-bio company. It is of course the overall picture of all four areas of the analysis that ultimately determines whether the maturity is high enough for a further testing phase before a final launch.

The question frame is for both entrepreneurs and established businesses.

## CV: COMPANY COMPETANCE IMAGE

This CV tool provides a structured overview of the company's strengths and areas for improvement within the different 4 areas and not least at the sub-area level. The result is formed from the answers to the questions in the two interviews.

Together with E-BIO-BUSINESS WHEEL, the result from the CV gives a fundamental picture of the company's "readiness" and opportunity gaps to move forward with the launch. The company can close its gaps by using the prepared videos and sparring with the BSO for competence development.

It is also an opportunity for the two hubs to gain an insight into the company's current competencies.

## E-BIO-BUSINESS WHEEL:

The WHEEL is a visual screening and assessment tool that basically uses the results from the questionnaire to indicate an SME maturity overall in each sub-area. In principle, you can start wherever you want in the wheel - you just have to go all the way around the wheel. You indicate readiness from a score of 1 to 4 in relation to READY or NOT-READY. **A score between 3-4 is SME ready - a score between 1-3 is SME NOT-READY and there is room for improvement (HAVE TO BE READY).**

Finalize your screening by marking the sub-areas that the SME should focus on now to become READY for launch. You specify the actions in the roadmap itself and activate the Bio-hub and Digital-hub.

## ROADMAP:

The roadmap is a tool that helps the SME keep track decisions and tasks. The grand plan for the SMEs development is broken down into categories and tasks. This helps with planning the next steps for an agreed period of time - and further into the future. The tools help the business owner stay focused on getting things done and distributing tasks.

Based on the PRE-QUESTIONS FRAME/QUESTION FRAME + CV: COMPANY COMPETANCE IMAGE, the company will get two ROADMAPs – a quick version and a more extended version for documentation. The quick version will be simple, concrete and action-oriented for the company. Each task will be noted with a concrete action to achieve the goal (TASK), a prioritisation of the different tasks (PRIO), as well as the person responsible (WHOM) and a time for completion of the task (DEADLINE). You can add your relevant comments from the interview to the roadmap to support actions. Remember that all people (SME, BSO, CSG, Bio-hub, Digital-hub, ect.) involved in the tasks have agreed their roles and take ownership of the actions.

## E-BIO-BUSINESS TEST:

The E-Bio-Business Test is designed to quickly and economically assess the SME's potential for an e-bio business. The process takes place in close collaboration between the SME, BSO and Bio-Hub and/or Digital-Hub. If needed, further professionals can participate in the testing process.

***Two knowledge hubs, the Bio-Knowledge Hub and the Digitalization Hub, have been established to support the development of rural e-bio businesses. The Bio-Knowledge Hub is led by Centria, while the Digitalization Hub is led by JPYP. Both hubs collaborate with experts from the consortium and external specialists to provide targeted advice that cannot be offered locally.***

Based on the "what needs to be tested", possible solutions to the challenge are provided by the hub, as well as an estimate of the potential and expectations for resources and a timeline for a launch. Specifically, the

need for more capital, physical capacity, manpower, expansion of the knowledge and collaboration network, mentoring/advice and possible support programs should be clarified.

Note in the test paper “what to test” - what is the challenge on the problem. The hub comes up with an assessment of proposed solutions. If “testing” is required, the hub makes an assessment of the test method and finally, if possible, the result of the test. If several tests are performed with other methods, note these on the paper at the same time.

### **Model for quick and low-cost testing of biological products:**

#### **Planning:**

*Decide what to test: Identify the most important things to test to assess a launching*

*Make a simple plan: Focus on the most important tests - the one with the greatest impact on launch.*

#### **Low-cost methods:**

*Standard tests: Use well-known, inexpensive test methods, use shared labs to save money and use automated methods whenever possible.*

*Basic equipment: Use existing or cheaply rented equipment, plan tests to use fewer expensive materials and run multiple tests simultaneously.*

#### **Evaluation and Reporting:**

*Quick analysis: Use software for fast data analysis and create short and precise reports.*

*Prioritization: Focus on the most important results for quick and easy reporting.*

### **A case for launching - clarify the insecurities**

In order to assess whether a biological product can be launched, you need to ensure that insecurities are addressed. Insecurities can basically be divided into three types.

- Attractiveness - Does the target audience want the product?
- Practicability - Is it doable, can we manufacture it and can it actually be used?
- Profitability - Can we commercialise the product and/or are we getting the benefits we want?

## **WORKFLOW**

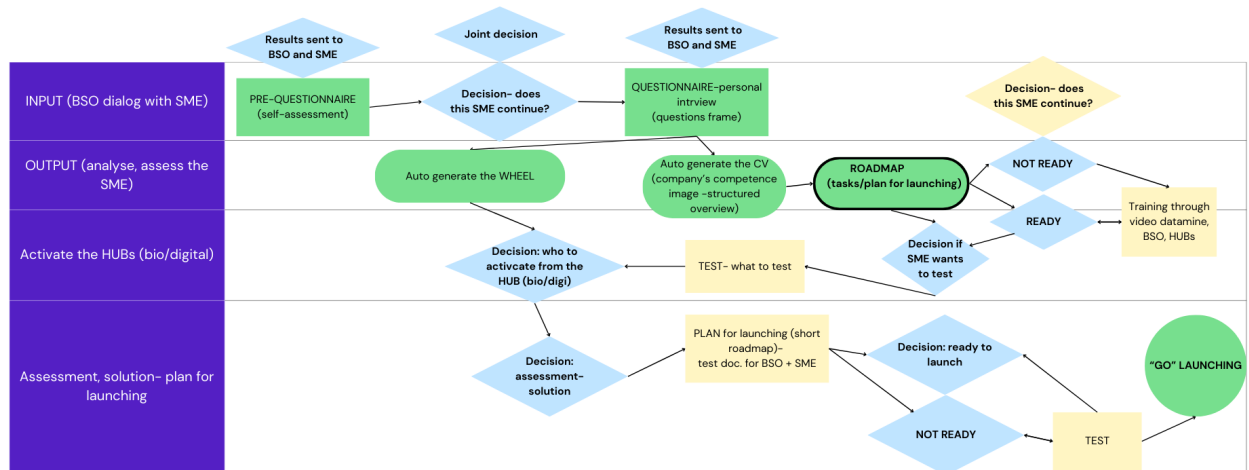
The workflow diagram is a visual representation of a workflow/process for solution 2. It shows how tasks, decisions and actions move as a flow from the first dialogue with the company to the final decision to “go” launching.

The solution operates with 4 lanes where there is a handover of the task. The first is an INPUT lane with the dialogue between BSO and SME. The second is an OUTPUT lane that analyses data and auto-generates documents for readiness assessment and activities. The third lane is the dialogue with HUBs about testing/what to test - the company's bio and/or digital challenges and the fourth lane which deals with answers to the questions about the challenges and an assessment about launch.

Below is an illustration of the workflow with the different lanes and tasks.

**NB: The workflow is also presented in a larger version in the appendix.**

## Methodology 2 workflow diagram





## A 'STEP by STEP' manual - the process with a company.

**1. STEP:** The process of assessing and preparing e-bio-business SMEs begins with the **Pre-Questions Frame**, where the company conducts a self-assessment to provide insight into its maturity and readiness for further development.

- Send the 'PRE-QUESTIONS FRAME' test to the company for self-assessment.
- Receive the answers and assess the company maturity and readiness - Adjust the rank if the expand answer gives reason to do so.
- Contact the company to discuss the outcome. Assess with the company if they are ready to proceed with the personal interview.

### PRE-QUESTIONS FRAME of the company (self-assessment)

The company itself fills in the introductory questions that give a picture of the company's maturity and readiness for a further process. This part is done before the qualitative interview between the BSO/consultant and the company!

Area	Sub-area	Questions	Rank for the most appropriate answer...	Feel free to expand on your answer
Business and Management	1.1 Strategy and Planning	Do you have a business plan for your company?	1: No, we don't / No, we never think about it 2: We have done some basic thoughts 3: Yes, we have written down in keywords 4: Yes, we have a detailed description	
	1.2 Financial Management	Do you have a plan for your business finances or investment?	repeat	
	1.3 Marketing and Sales	Do you have a marketing plan?	repeat	
	1.3 Marketing and Sales	Have you identified target groups?	repeat	
	1.4 Leadership and People Management	Do you motivate and ensure your employees or business partners have the right skills?	repeat	
Business and Management	1.4 Leadership and People Management	Do you have a company policy and is everyone aware of it?	repeat	
	1.5 Operational Management	Do you have a process to collect and handle customer feedback?	repeat	
	1.5 Operational Management	Do you have a control for quality and process improvement?	repeat	
	2.1 Digital Development	Do you use digital tools in your business?	1: No, we don't 2: We have some basic knowledge and tools 3: Yes, we have good knowledge and tools 4: Yes, we have very good knowledge and tools	
	2.2 E-commerce/online shop	Do you use an e-commerce platform (own online shop or external platform) for sales and customer experience?	repeat	
Digital knowledge	2.3 Cybersecurity	Have you considered your company's cybersecurity weaknesses?	1: No, we don't / No, we never think about it 2: We have done some basic thoughts 3: Yes, we have written down in keywords 4: Yes, we have a detailed description	
	2.4 Legal and Regulatory Knowledge	Are you compliant with online commerce laws and standards?	repeat	

1.1 Biological production processes	Does your company have biological production or services?	1: No, we don't 2: We have some basic knowledge and production or services 3: Yes, we have good knowledge and production or services 4: Yes, we have very good knowledge and production or services	
1.1 Biological production processes	Do you ensure product quality and consistency?	1: No, we don't / No, we never think about it 2: We have done some basic thoughts 3: Yes, we have written down in keywords 4: Yes, we have a detailed description	repeat
1.2 Sustainable production methods	Have you implemented sustainable production methods?	repeat	
1.3 Organic certification	Do you have (organic) certification for your products?	repeat	
4.1 Contact Management	Do you have a CRM system?	1: No, we don't 2: We have some basic knowledge and tools 3: Yes, we have good knowledge and tools 4: Yes, we have very good knowledge and tools	
4.2 Communication	Are you ensuring effective communication and good relationships in your network?	1: No, we don't 2: We have some basic knowledge and relationship 3: Yes, we have good knowledge and relationship 4: Yes, we have very good knowledge and relationship	
4.3 Building Relationships	Have you built or part of a useful network in your field/inside the branch?	1: No, we don't 2: We have some basic knowledge and network 3: Yes, we have good knowledge and network 4: Yes, we have very good knowledge and network	

**2. STEP:** You will complete the personal interview with the **question frame** in agreement together with the company, where the remaining questions will be completed for an overall assessment of maturity and readiness in the four key areas.

- Ask each question and follow up with **HOW** and **WHY** for more in-depth answers. Set from 1 to 4 points after each answer. **NB: If the question is irrelevant, mark the 'not relevant' box.**
- Write down your comments to support your maturity assessment (score from 1 – 4 if the company is **READY** or **NOT-READY**) Your comments can also be used in the 'ROADMAP' for the company.

Area	Sub-area	Functions	Maturity Points (1=not and 4=very good) Mark your choice
Business and Management	1.1 Strategic Planning	Do you have a business plan for your company? Have you thought about possible future challenges? What have been the biggest learnings from the past?	1 2 1 1
	1.2 Financial Management	Do you have a plan for your business investment? About financial management resources. Are you getting advice from an accountant? Are you checking if the business is doing well and improving the business? Are you financially ready to grow? For example, do you have enough cash flow to cover your needs? Do you know where you can apply for funding for growth?	1 1 1 1 1 1 1 1 1 1
	1.3 Marketing and Sales	Do you have a marketing plan? Have you identified your company unique selling point? Have you regularly getting new digital clients? Do you put what you learn into practice? Do you have effective communication and promotional activities that reach your target audience? Do you have effective sales channels? Do you know where to get more information about your target market? Is your marketing budget in line with your growth intentions? Have you done a market analysis? For example, do you compare your main competitors and their competitive advantages? Are you active on social media and other digital channels?	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
	1.4 Logistics and Procurement	Do you manage and ensure your employees or business partners have the right skills? Do you manage conflict and promote collaboration? If you are working alone or the company is small, do you have all the resources skills for growth to your business? Do you use multi-factor authentication (MFA) to secure access to critical systems?	1 1 1 1 1 1 1 1
	1.5 Operational Management	Do you have a control for quality and process improvement? Do you have a process to collect and handle customer feedback? Do you have efficient daily operations and activities? Do you optimize production and delivery processes?	1 1 1 1 1 1 1 1
	1.6 Digital Business Line	Do you use digital tools in your business? Is there a digital integration/automation throughout the company? Do you have the right IT and tools to bring value to your business?	1 1 1 1 1 1
	1.7 E-commerce	Do you use an e-commerce platform (own online store or external platform for sales and customer experience)? Are you evaluating your e-commerce performance and optimizing it?	1 1 1 1
	1.8 Cybersecurity	Have you considered your company's cybersecurity weaknesses? Do you take care of cybersecurity in your daily work?	1 1 1 1
	1.9 Supplier Relationship	Do you have a good relationship with your suppliers? Do you have a process to collect and handle customer feedback? Do you have efficient daily operations and activities? Do you optimize production and delivery processes?	1 1 1 1 1 1 1 1
	1.10 Contact Management	Do you have a CRM system? Do you export contacts and maintain relationships in your network? Are you ensuring effective contact information management? Are you using contact management to improve communication and collaboration?	1 1 1 1 1 1 1 1
1.11 Communication	Are you ensuring effective communication and good contacts in your network? Do you use communication to achieve common goals, resolve conflicts and build trust?	1 1 1 1	
1.12 Working Environment	Have you built or part of a useful network in your field/inside the branch? Do you integrate or make use of the others that can support you in growth and internationalization?	1 1 1 1	

**3. STEP:** Based on interview data, you will get a **CV: COMPANY COMPETENCE IMAGE** describing the company's competencies and gaps + you get an **E-BIO-BUSINESS WHEEL**, a visual screening of the assessment that also indicates the overall maturity (READY or NOT-READY) of the organization in each area.

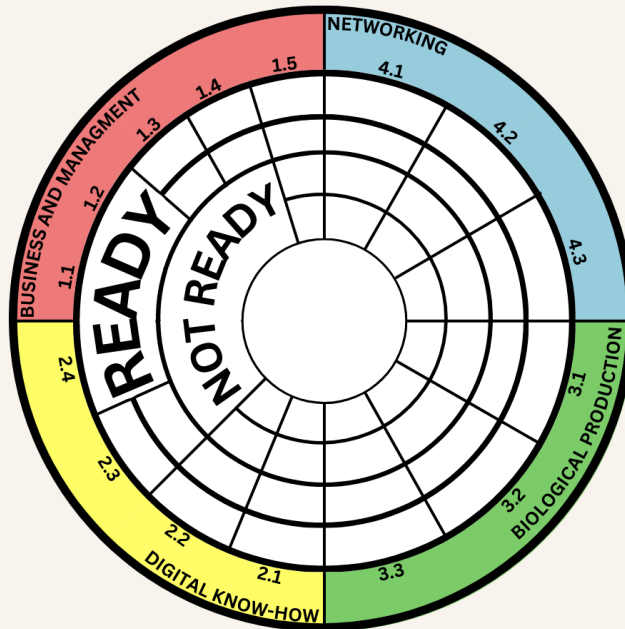
Scoring: points are given as follows...

Each area is divided into sub-areas (1.1, 1.2...) The point sum from each sub-area is added together and divided by the number of questions in each sub-area. This gives an average sum that indicates the maturity of the company.

The 15 sub-areas together form an overall picture of the company's maturity by indicating whether the company is **READY (between 3-4 points)** or **NOT-READY (between 1-3 points)**.

**If your own judgement differs from the result, you have the opportunity to correct the result to match your and the company's perception of reality.**

## E-BIO-BUSINESS WHEEL



**4. STEP:** Based on the CV: COMPANY COMPETANCE IMAGE, the company will get a **ROADMAP** - a plan for the company to become READY with the NOT-READY sub-areas - a plan for the tasks the company needs to focus on to get ready for launch.

- Together with the company, describe the purpose and goal of the plan - what is the launch about?
- Together with the company, you can adjust the plan for the sub-area with tasks that need to be complete for fulfil READY.
- You can add your relevant comments from the interview to the roadmap to support an action.
- You also agree with the company on the prioritized order of the tasks, when the deadline for the task is and who is responsible for completing the task. Make sure all parties involved (SME, BSO, hubs, etc.) understand their roles and take ownership of their tasks.

Roadmap	Purpose/goal		Date		Company	Name		
TASK (business and management)	Prio	Deadline	Whom	TASK (networking)		Prio	Deadline	Whom
TASK (digital know-how)	Prio	Deadline	Whom	TASK (biological production)		Prio	Deadline	Whom

**5. STEP:** You use the **E-bio business test** to get a simple overview of the hub's recommendations for solutions to a “what to test” challenge - if tested, the chosen and applied methods and results achieved in the individual tests are applied to the e-bio business launch.

- You agree with the company what needs to be tested - What is the problem - and the different test cases are written down.  
Basic requests, you quickly assigned to specialists. More advanced requests, require an assessment by HUB center managers to ensure the right specialist is handling the task. If no in-house expertise is available, external specialists are brought in.
- You involve the stakeholders (e-hub and/or bio-hub when the tests cover the digital and biological area.). Save the “what to test” document in the project's Google Drive for all specialists to access.  
**Together, you define solutions to the challenge – and if needed, discuss the methods for testing.**

Simple queries are expected to be resolved within a few weeks, while advanced ones can take several weeks depending on the complexity of the task. Upon completion, feedback forms are sent to the business to evaluate satisfaction and improve HUB's services. Inquiries and frequently asked questions are documented to create a knowledge base that ensures faster and more efficient consulting in the future.

**Please be aware of “Model for quick and low-cost testing of biological products” description in the guide-line for rapid and cheap testing.**

- The stakeholders assess the tasks and make recommendations on the challenge + possibly clarify the scope of the tests, and the test methods are described for delivery to the BSO and company.
- If needed, the Stakeholders perform tests and results are presented to the BSO and company.
- The company, with support from BSO and stakeholders, decides if there is a basis for launch.

E-bio-business test		
What to test	Method	Result

Please be aware of “A case for launching - clarify the insecurities” description in the guide-line for launch assessment.

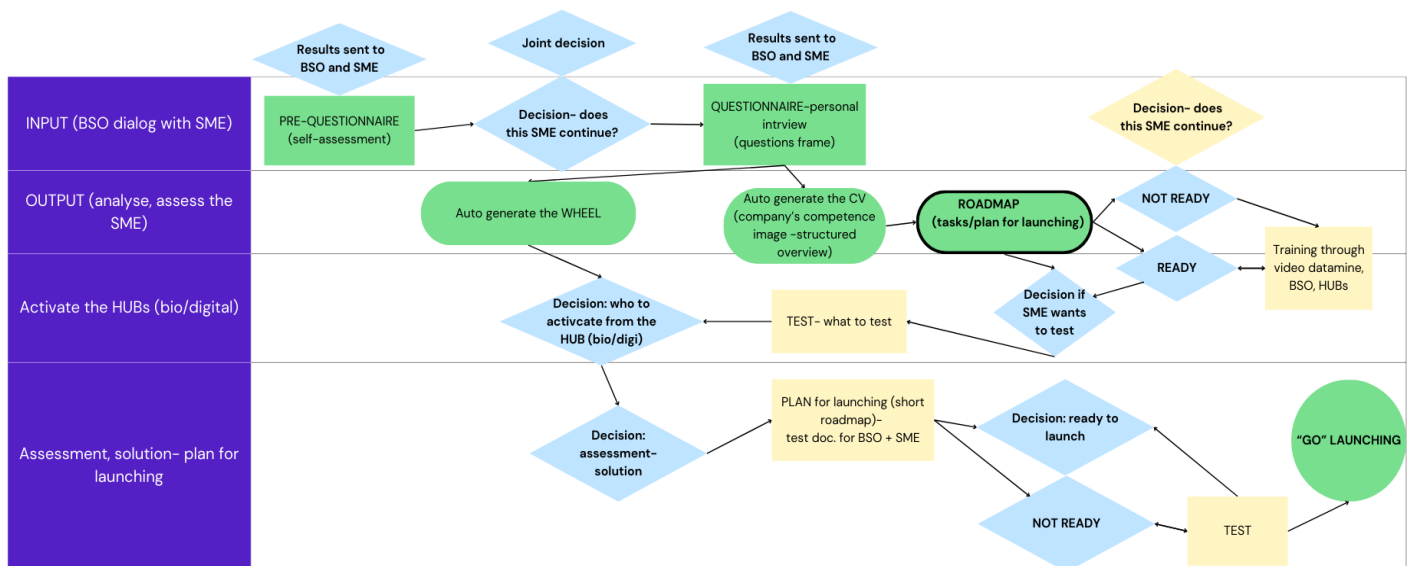
## References:

**GrowthWheel International Inc.**, 2024, <https://www.growthwheel.com/>

**Center for små og mellemstore virksomheder/Aarhus BSS og Gejst/Studio**, 2024, GENTÆNK NUTANEN, fra ide til eksekvering af strategiske forankrede initiativer på ultrakort tid.

## Appendix:

### Methodology 2 workflow diagram



## PRE-QUESTIONS FRAME of the company (self-assessment)

The company itself fills in the introductory questions that give a picture of the company's maturity and readiness for a further process. This part is done before the qualitative interview between the BSO/consultant and the company.

Areas	Sub-areas	Questions	Rank for the most appropriate answer...	Feel free to expand on your answer
Business and Management	1.1 Strategy and Planning	Do you have a business plan for your company?	1: No, we don't / No, we never think about it 2: We have done some basic thoughts 3: Yes, we have written down in keywords 4: Yes, we have a detailed description	
Business and Management	1.2 Financial Management	Do you have a plan for your business finances or investment?	repeat	
Business and Management	1.3 Marketing and Sales	Do you have a marketing plan?	repeat	
Business and Management	1.3 Marketing and Sales	Have you identified target groups?	repeat	
Business and Management	1.4 Leadership and People Management	Do you motivate and ensure your employees or business partners have the right skills?	repeat	
Business and Management	1.4 Leadership and People Management	Do you have a company policy and is everyone aware of it?	repeat	
Business and Management	1.5 Operational Management	Do you have a process to collect and handle customer feedback?	repeat	
Business and Management	1.5 Operational Management	Do you have a control for quality and process improvement?	repeat	
Digital know-how	2.1 Digital Strategy Development	Do you use digital tools in your business?	1: No, we don't 2: We have some basic knowledge and tools 3: Yes, we have good knowledge and tools 4: Yes, we have very good knowledge and tools	
Digital know-how	2.2 E-commerce/online shop	Do you use an e-commerce platform (own online shop or external platform) for sales and customer experience?	repeat	
Digital know-how	2.3 Cybersecurity Awareness	Have you considered your company's cybersecurity weaknesses?	1: No, we don't / No, we never think about it 2: We have done some basic thoughts 3: Yes, we have written down in keywords 4: Yes, we have a detailed description	
Digital know-how	2.4 Legal and Regulatory Knowledge	Are you compliant with online commerce laws and standards?	repeat	

Biological production	3.1 <del>Biological production</del> processes	Does your company have biological production or services?	1: No, we don't 2: We have some basic knowledge and production or services 3: Yes, we have good knowledge and production or services 4: Yes, we have very good knowledge and production or services	
Biological production	3.1 <del>Biological production</del> processes	Do you ensure product quality and consistency?	1: No, we don't / No, we never think about it 2: We have done some basic thoughts 3: Yes, we have written down in keywords 4: Yes, we have a detailed description	
Biological production	3.2 <del>Sustainable</del>	Have you implemented sustainable production methods?	repeat	
Biological production	3.3 <del>(Organic) certification</del>	Do you have (organic) certification for your products?	repeat	
Networking	4.1 Contact Management	Do you have a CRM system?	1: No, we don't 2: We have some basic knowledge and tools 3: Yes, we have good knowledge and tools 4: Yes, we have very good knowledge and tools	
Networking	4.2 Communication	Are you ensuring effective communication and good relationships in your network?	1: No, we don't 2: We have some basic knowledge and relationship 3: Yes, we have good knowledge and relationship 4: Yes, we have very good knowledge and relationship	
Networking	4.3 Building Relationships	Have you built or part of a useful network in your field/inside the branch?	1: No, we don't 2: We have some basic knowledge and network 3: Yes, we have good knowledge and network 4: Yes, we have very good knowledge and network	





Areas	Sub-areas	Questions	Maturity Points (1=non and 4=very good) Mark your choice
		<b>Always follow up all questions with HOW or WHY</b>	
Business and Management	1.1 Strategy and Planning	Do you have a business plan for your company?  Have you thought about possible future challenges?  What have been the biggest learnings from the past?	self-assessment  1 2 3 4 or x not relevant  1 2 3 4 or x not relevant
	NOTE: write your comments		
	1.2 Financial Management	Do you have a plan for your business investment?  About financial management resources. Are you getting advice from an accountant?  Are you checking if the business is doing well and improving the business?  Are you financially ready to grow? For example, is your cash flow strong enough for investments?  Do you know where you can apply for funding for growth?	self-assessment  1 2 3 4 or x not relevant  1 2 3 4 or x not relevant  1 2 3 4 or x not relevant  1 2 3 4 or x not relevant
NOTE: write your comments			
Business and Management	1.3 Marketing and Sales	Do you have a marketing plan?  Have you identified target groups?  Have you identified your company unique selling point?  Have you identified target groups?  Do you have effective communication and promotional activities that reach your target audiences?  Do you have effective sales channels?  Do you know where to get more information about your target markets?  Is your marketing budget in line with your growth initiatives?  Have you done a market analysis? For example, do you recognise your main competitors and their competitive advantages?  Are you active on social media and other digital channels?	self-assessment  self-assessment  1 2 3 4 or x not relevant  1 2 3 4 or x not relevant  1 2 3 4 or x not relevant  1 2 3 4 or x not relevant  1 2 3 4 or x not relevant  1 2 3 4 or x not relevant  1 2 3 4 or x not relevant
	NOTE: write your comments		

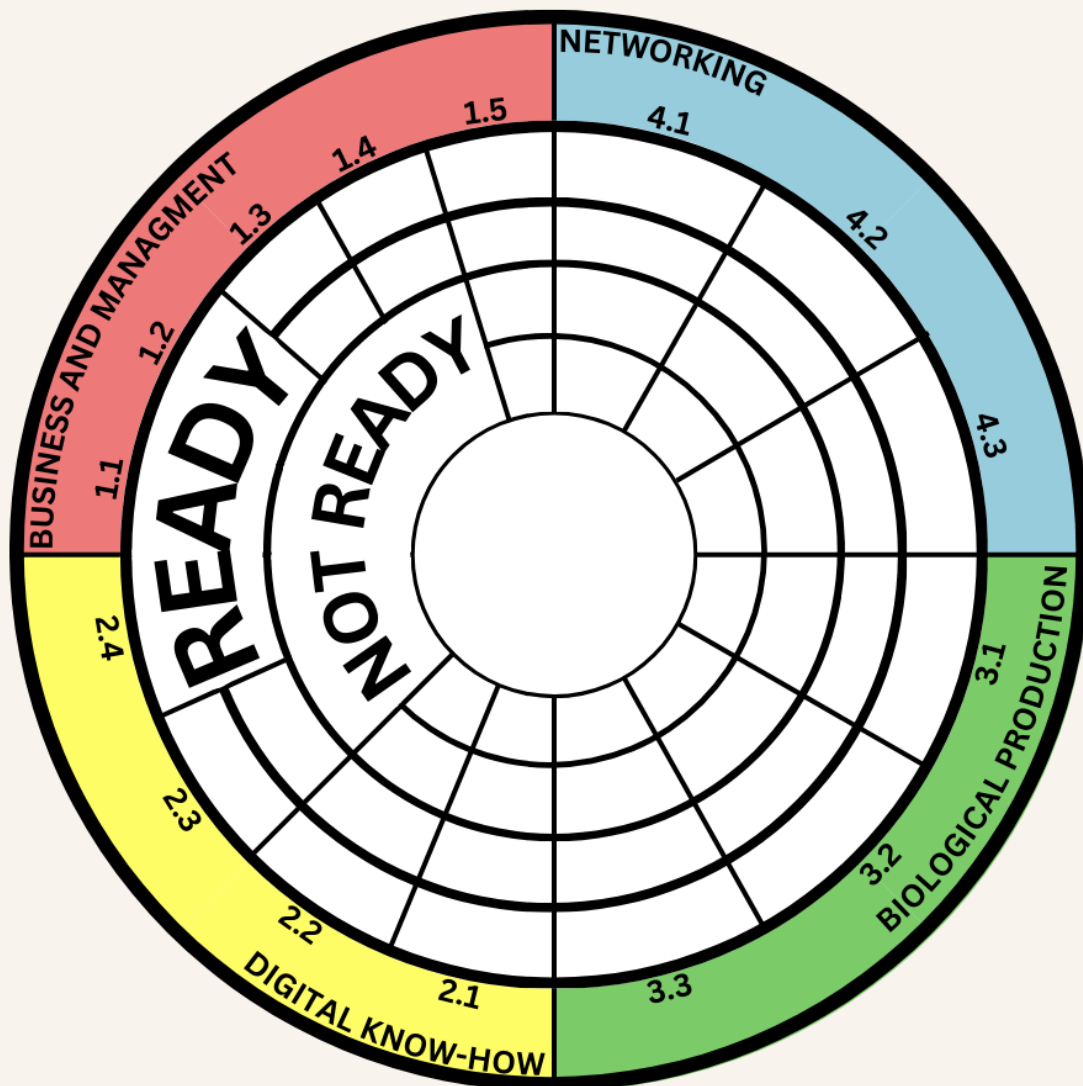
	1.4 Leadership and People Management	<p>Do you motivate and ensure your employees or business partners have the right skills?</p> <p><u>Is the company always working on new ideas and is everyone aware of it?</u></p> <p>Do you manage conflict and promote collaboration?</p> <p>If you are working alone or the company is small, do you have all the necessary skills for growth in your network?</p> <p>Do you recognise any skills shortages that are barriers for growth? For example language skills.</p> <p>NOTE: write your comments</p>	<p>self-assessment</p> <p>self-assessment</p> <p>1 2 3 4 or ⌘ not relevant</p> <p>1 2 3 4 or ⌘ not relevant</p> <p>1 2 3 4 or ⌘ not relevant</p>
	1.5 Operational Management	<p>Do you have a control for quality and process improvement?</p> <p>Do you have a process to collect and handle customer feedback?</p> <p>Do you have efficient daily operations and activities?</p> <p>Do you optimize production and delivery processes?</p> <p>NOTE: write your comments</p>	<p>self-assessment</p> <p>self-assessment</p> <p>1 2 3 4 or ⌘ not relevant</p> <p>1 2 3 4 or ⌘ not relevant</p>
Digital know how	2.1 Digital Strategy Development	<p>Do you use digital tools in your business?</p> <p>Is there a digital integration/automation throughout the company?</p> <p>Are you regularly gaining new digital skills? Do you put what you learn into practice?</p> <p>Do you have the right IT and tools to bring value to your business?</p> <p>NOTE: write your comments</p>	<p>self-assessment</p> <p>1 2 3 4 or ⌘ not relevant</p> <p>1 2 3 4 or ⌘ not relevant</p> <p>1 2 3 4 or ⌘ not relevant</p>
	2.2 E-commerce/online shop	<p>Do you use an e-commerce platform (own online shop or external platform) for sales and customer experience?</p> <p><u>Are payments, shipping and customer interactions handled digitally and efficiently?</u></p> <p>Are you evaluating your e-commerce performance and optimizing it?</p> <p>NOTE: write your comments</p>	<p>self-assessment</p> <p>1 2 3 4 or ⌘ not relevant</p> <p>1 2 3 4 or ⌘ not relevant</p>
	2.3 Cybersecurity Awareness	<p>Have you considered your company's cybersecurity weaknesses?</p> <p>Do you take care of cybersecurity in your daily work?</p>	<p>self-assessment</p> <p>1 2 3 4 or ⌘ not relevant</p>

		<p>Do you have documented cybersecurity policy?</p> <p>Do you have a backup strategy in place for your data?</p> <p>Do you use multi-factor authentication (MFA) to secure access to critical systems?</p> <p><b>NOTE:</b> write your comments</p>	<p>1 2 3 4 or x not relevant</p> <p>1 2 3 4 or x not relevant</p> <p>1 2 3 4 or x not relevant</p>
	2.4 Legal and Regulatory Knowledge	<p>Are you compliant with online commerce laws and standards?</p> <p>Do you comply with consumer protection, privacy and intellectual property laws?</p> <p><b>NOTE:</b> write your comments</p>	<p>self-assessment</p> <p>1 2 3 4 or x not relevant</p>
Biological production	3.1 Biological production processes	<p>Does your company have biological production or services processes today?</p> <p>Do you ensure product quality and consistency?</p> <p>Are you adapting processes to market demands and technological advances?</p> <p>Do you have resources to develop and to commercialize your products?</p> <p>Do you have free capacity for growth?</p> <p><b>NOTE:</b> write your comments</p>	<p>self-assessment</p> <p>self-assessment</p> <p>1 2 3 4 or x not relevant</p> <p>1 2 3 4 or x not relevant</p> <p>1 2 3 4 or x not relevant</p>
	3.2 Sustainability	<p>Have you implemented sustainable production methods?</p> <p>Does your business reduce environmental impact and support biodiversity?</p> <p>Does your company communicate your sustainability (ESG) initiatives to your stakeholders?</p> <p><b>NOTE:</b> write your comments</p>	<p>self-assessment</p> <p>1 2 3 4 or x not relevant</p> <p>1 2 3 4 or x not relevant</p>
	3.3 (Organic) certification	<p>Do you have (organic) certification for your products?</p> <p>Does the company comply with certification requirements in production?</p> <p>Do you communicate the certification to customers and stakeholders?</p> <p>Are you certificates and do you know which of them you could acquire right away or with moderate development work?</p> <p>If you are planning to start export, do you know certificates that are relevant in the target market?</p> <p><b>NOTE:</b> write your comments</p>	<p>self-assessment</p> <p>1 2 3 4 or x not relevant</p> <p>1 2 3 4 or x not relevant</p> <p>1 2 3 4 or x not relevant</p> <p>1 2 3 4 or x not relevant</p>

Networking	4.1 Contact Management	<p>Do you have a CRM system?</p> <p>Do you organize contacts and maintain relationships in your network?</p> <p>Are you ensuring effective contact information management?</p> <p>Are you using contact management to improve communication and collaboration?</p> <p><b>NOTE:</b> write your comments</p>	<p>self-assessment</p> <p>1 2 3 4 or ⌕ not relevant</p> <p>1 2 3 4 or ⌕ not relevant</p> <p>1 2 3 4 or ⌕ not relevant</p> <p>1 2 3 4 or ⌕ not relevant</p>
	4.2 Communication	<p>Are you ensuring effective communication and good relationships in your network?</p> <p>Do you use communication to achieve common goals, resolve conflicts and build trust?</p> <p><b>NOTE:</b> write your comments</p>	<p>self-assessment</p> <p>1 2 3 4 or ⌕ not relevant</p>
	4.3 Building Relationships	<p>Have you built or part of a useful network in you field/inside the branch?</p> <p>Do you recognize or makes use of the actors that can support you in growth and internationalization?</p> <p><b>NOTE:</b> write your comments</p>	<p>self-assessment</p> <p>1 2 3 4 or ⌕ not relevant</p>



# E-BIO-BUSINESS WHEEL



E-bio-business test		
What to test	Method	Result

Roadmap		Purpose/goal		Date		Company		Name	
TASK (business and management)		Prio	Deadline	Whom	TASK (networking)		Prio	Deadline	Whom
TASK (digital know-how)		Prio	Deadline	Whom	TASK (biological production)		Prio	Deadline	Whom