Mentor+

- Incubation, mentoring and project management for young entrepreneurs

I

process report

A masters thesis in Service Systems Design

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Abstract

By 2015 the Danish government has a goal of being amongst the societies with most startups in the world. In 2007 66% more startups entered a positive growth path in USA compared to Denmark and we are also behind our neighboring countries in this regard. (Erhvervs- og Byggestyrelsen and REG LAB, 2007). This thesis explores how a service system can be designed to combine mentoring, incubation and project management in a way that supports highly educated entrepreneurs with little professional experience getting a successful start with their business.

This thesis is based on qualitative interviews (Kvale, 1997) with two entrepreneurs and three experts on the field of entrepreneurship. The interviews are performed and analyzed in a narrative perspective, using tools such as time lines (Morelli, 2009b), scenarios (Bødker, 2000) and prototyping (Jegou, 2010) to make concepts and design ideas tangible and drive the design process forward.

This project results in a design proposal called Mentor+, which is a six month program that helps highly educated entrepreneurs with little professional experience getting a good start with their business. Mentor+ offers the entrepreneur a shared office space at Symbion* combined with a mentoring course which is supported with a project calendar. During the six month course the Entrepreneur will be guided to set a target and plan its execution, follow the process through and evaluate the outcome.

The problem set for this thesis is an open problem, which can possibly have many right answers to it. Mentor+ is an example of how this problem can be solved, without being a universal answer. What is essential is that Mentor+ is a synthesis of the feedback from entrepreneurs and experts on the field of entrepreneurship. Hopefully this project can serve as an inspiration for people working with Entrepreneurs.

*Symbion's involvement in the Mentor+ program is fictional. Based on the research in this thesis it seems likely that they could offer such a program such as Mentor+, but this has not been confirmed with Symbion.

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Figure list

Reading guide

The submission of this masters thesis consists of the present process report and a design report as well as a CD-R containing both reports in text and pdf formats and audio files for all interviews performed as part of this thesis.

The process report is divided into a series of chapters that follows a rather chronological order, which is supposed to give a good impression of the development in the project. The name of the chapter will always be visible at the left bottom corner of the right page. The chapters regarding the development of the project can roughly be grouped the following way:

Research and analysis

- Target group
- Defining a service design problem

Synthesis

- 1st Design iteration
- Evaluation of 1st design iteration
- 2nd Design iteration
- Conclusion

Reflection

- Discussion

Methodological framework

As the chronological order of the chapters does not necessarily reflect the stages of the theoretical frame work (Discovery, Creation, Reflection and Implementation), which is an iterative process, the methodological stage will be indicated at the bottom of each page. In the mid section of the bottom of each page, all four stages are represented with gray text, whenever a stage is reflecting the content of the page, I will be highlighted in blue italic text. As the entire design report is considered part of the implementation stage, this notation is only used in the present process report.

References

All references are following the guidelines of the APA style, which means that in text citations are referenced as "(Author surname, Year of publication)" or "...Author surname (Year of publication)". Figures are numbered consecutively throughout the reports, starting from 1 in each report. A figure list, including figure texts and page numbers, can be found on page 8 in present process report and on page 8 in the design report.

Summaries of all interviews can be found in the the appendix, starting at page 104 in present process report.

Glossary

Entrepreneur: An entrepreneur is a person who starts a company. When written with capital "E" (Entrepreneur) it refers to a role in the service system which can be played by one or several people depending on the size of the startup. i.e. it includes the whole startup and not just one person in the startup.

Consultant: When written with capital "C" (Consultant) it refers to a role in the service system which is played by an experienced entrepreneur. This role includes many qualities of a mentor, but also contains responsibilities related to project management.

Coordinator: When written with capital "C" (Coordinator) it refers to a role in the service system, played by an employee at Symbion. The Coordinator role contains elements of both a secretary and an advisor.

Innovative/growth oriented company: A company that is based on an innovative product, which allows the company to scale, i.e. sell more products without spending equally more hours. This is in opposition to a consultancy based company, where they sell their time as consultants.

Mentor+: Mentor+ is the name of the service system that is designed in this project.

Startup: Refers to a newly started company.

Target, e.g. setting a target: In this context target refers to a goal or sub goal for the startup. The reason I use the word target is because this is the word Janus Krarup used when he first introduced this concept (Janus Krarup, personal communication, June 18, 2014). However this should not be confused with the "target group" for this project.

Target group: The group of people that this project addresses.

Introduction

According to a report made by Erhvervs- og Byggestyrelsen and REG LAB (2007), a lot of new companies are started in Denmark, but too few of them grow. In USA 66% more startups enter a positive growth path, compared to Denmark. Our neighbors in Sweden and Finland also produce more growth startups than us, which has led the government to set the following goals:

- Denmark should be amongst the European countries where most new companies are started every year
- By 2015 we should be amongst the societies with most growth startups in the world
- Denmark should be amongst the countries best at transforming new scientific research into new products and services

In this project I will design a service system that can lead to more successful startup companies, by supporting the process from the decision of being an entrepreneur to running an established business. My primary focus will be to support startups gettig started regardless of their intentions to grow. However this will still create a bigger pool of potential growth startup companies. In that way the scope of this project indirectly supports the development suggested by Erhvervs- og Byggestyrelsen and REG LAB (2007).
In this project I will focus on highly educated entrepreneurs, with little or no professional experience. This includes startups offering consultancy services as well as startups that brings a new product or service to the marked. This group of startups has a lot of similarities to the group with the highest potential for growth (ibid.), with the biggest difference being the lack of experience in the target group for this project.

According to Erhvervs- og Byggestyrelsen and REG LAB (2007) growth startups are often companies based on a new idea, typically the founders have experience from the same area, and have spotted an opportunity for a new product or service. They also typically have big visions for the company and think about globalization from the beginning. Either because they have a product that calls for a bigger marked than Denmark or simply because the founder has big ambitions. There are already a lot of different offers for entrepreneurs and startups, but as the above mentioned report shows, it is clearly not enough to reach the government goals for the future (ibid.).

In this project I have talked with two entrepreneurs who started their companies short after finishing university as well as three experts on the field of entrepreneurship. This has led to the design of a service system that helps entrepreneurs getting started in good conditions. The entrepreneurs are offered an office space and a mentorship for six months, where they are followed closely via a project calendar. The development of the design and reflections about the process are described in this report and the final design is presented in a separate design report.

Problem definition

How can a service system be designed to combine mentoring, incubation and project management in a way that supports highly educated entrepreneurs with little experience getting started?

This problem definition is based on the research for the proejct as it is defined at the end of the chapter ”Defining a service design problem” as a synthesis of the problems identified through the interviews with entrepreneurs and experts. It is narrowing the scope of the first problem definition, which is more general:

How can a service system be designed to offer tools and knowledge that can help inexperienced startup companies avoiding common mistakes already made by their peers?

The first problem definition was made before the project start and guided the initial research for the project through the chapters ”Target group” and ”Defining a service design problem”

Learning goals

Knowledge about design theories and methods relevant to service design and the specified problem.

Throughout the process report I have applied orange boxes with reflections and references to the theory used in the various sections of the report. The applied theories are also discussed at the end of the report in the “Discussion” chapter.

Identify major problem area and specify a relevant service design problem within that area.

At the end of the chapter “Defining a service design problem” the first problem definition, which describes a broad problem area, is revised to accommodate the knowledge acquired during research and specify a specific problem within the problem area.

Analyze problem area, including stakeholders, challanges and potential conflicting interests.

In the chapter “Target group” the general problem area is analyzed. The chapter results in a set of hypotheses and an analysis of the relevance of different stakeholders to the target group. In the following chapter “Defining a service design problem” the hypotheses are tested through interviews with three independent experts, whose different views and interests are analyzed and discussed in the chapter.

Synthesize acquired knowledge into an innovative design solution.

In the chapter “1st Design iteration”, research from the previous chapters is synthesized into a design concept. In the chapter “2nd Design iteration” a new synthesis is made, combining new knowledge from testing the first concept with existing knowledge from the expert interviews in the chapter “Defining a service design problem”.

Present the final proposal, as well as the design process, in an easily understandable way.

It has been a priority in this project to communicate the process in a clear and narrative way. The means applied to achieve this include:

- Orange boxes with theoretical reflections, which makes it easy to get a quick overview of which methods have been applied in each chapter and how.
- Meta text and other important parts are highlighted with blue italics
- Blue info boxes with synthesized information have been strategically applied throughout this report.

The design report describes the final proposal in three levels of detail: Project overview and ownership, overview and description of service journey and service episodes, and finally detailing of the touch points, which include examples of templates etc. This is thought to provide a comprehensive picture of the service system considering resources available for the project.

Master design work in a complex and unpredictable context by creating synthesis of possibly conflicting interests to create a new solution.

The narrative approach that has been applied through the project has provided the flexibility to design in an unpredictable and complex context such as the startup environment in Copenhagen. This is particularly clear in the chapter “Defining a service design problem”, where scenarios are used to create synthesis of the expert interviews, while adjusting to new knowledge by adding and removing scenarios during the process. In this chapter hypotheses are also evaluated by discussing the sometimes conflicting views of the experts on each hypothesis. Another example of the flexibility of the narrative approach applied is the development from 1st design iteration to 2nd design iteration, where focusing on the Entrepreneur’s perspective in the 1st design iteration, before developing the context around the service in the 2nd design iteration keeps the design process flexible.

Methodology and project plan

In the following I will describe the methodological process I intend to apply to this service design project. I will provide an overall description of the methodology as well as a more detailed description of each phase. I will discuss which specific service design tools can be used in the different phases through the project.

It is my intention to keep the plan relatively loose, so that it works as a framework I can lean against, rather than an exact plan to follow. I think this is important because I want to be able to adapt to what I learn during the process, while at the same time having some direction for the project.

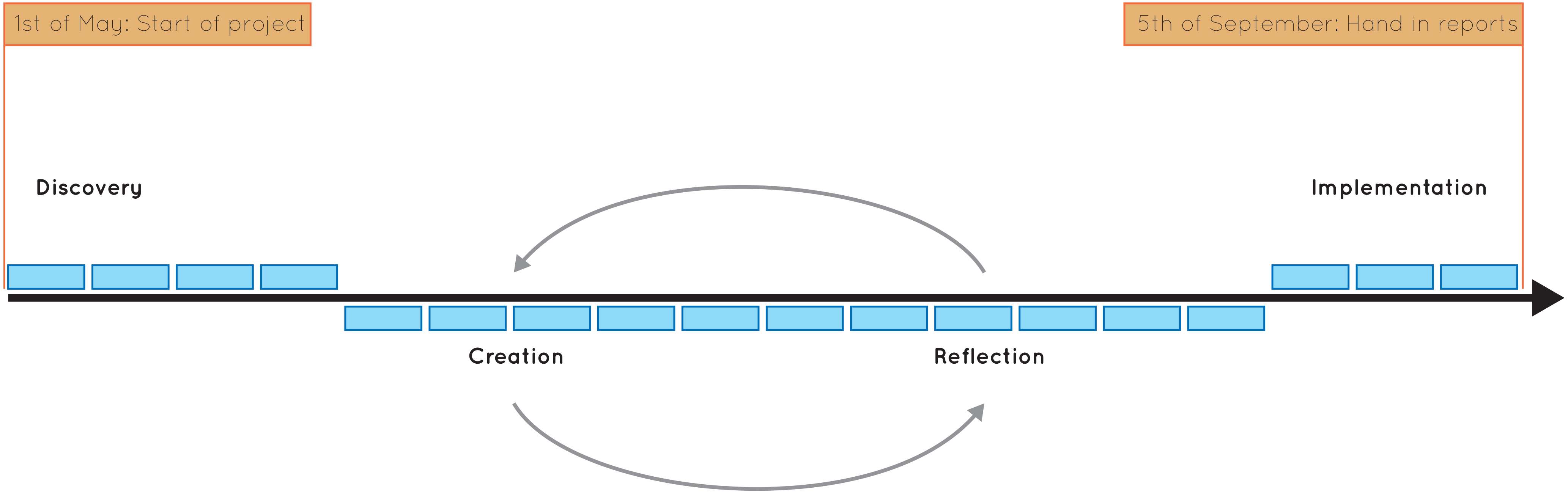
I plan to use a framework explained by Marc Stickdorn and Jacob Schneider in the book "This is Service Design Thinking" (2011). The framework consists of four stages: explore, create, reflect, implement.

I will work holistic as well as detail oriented, in order to design a solution where the user experience at a specific touch point is coherent with the structure of the service system and its context. Based on an understanding of the context I will design a high level structure of a service system, with the individual touch points being further developed and with specific examples of selected interactions. This will be represented with a high level blueprint (ref), detailed with use cases (ref) and exemplified with interfaces and service scripts (ref).

Project plan

The project runs from 1st of May until 5th of September, which means that the project period will be approximately four months. With four phases it seems natural to allocate approximately one month for each phase, but as service design is an iterative process the phases will overlap each other. Especially the phases for creation and reflection are expected to overlap each other, as each iteration of reflection provides new knowledge for the next iteration of creation. My plan is as follows:

Discovery: 1st of May until 30th of May
Creation and Reflection: 23rd of May until 15th of August
Implementation: 15th of August until 5th of September



- Stakeholder map

- Company profiles

- Customer Journeys

- Qualitative Interviews

The discovery stage should ultimately result in a program, that I can use to build upon in the following stages.

- Service blueprint

- Customer Journeys

- Business Model Canvas

- Design Scenarios

- The Kano model

- Use cases

- Desktop Walkthrough

- Service Staging

- Storyboards and Scenarios

- Customer Journeys

- Use cases

According to Stickdorn and Schneider (2011) "...this approach is not about avoiding mistakes, but rather about exploring as many as possible mistakes" (p. 130) and I think this truly applies to this stage and the next. My goal for this stage and the next one is to develop the design as far as

I would like to end my project with an evaluation of the challenges that occurred in the final test and a discussion about the iterative process that would have come after the implementation of my project.

Figure 1. Time line showing my implementation of Stickdorn and Schneider's (2011) framework for service design in this project.

The four stages in more detail

Discover

The first challenge is always to understand the context and the real problem that needs to be solved. Who are the stakeholders and what are their individual views on the problem or topic that needs being designed. If designing a service on behalf of a company it is essential to first understand their culture and view on the situation. In this situation I am not designing a project on behalf of a client, however it is still essential to consider who would deliver the service. The difference in this project is that I choose the service provider later in the process. I will think of this as if I had to develop a project and later sell it to a client that is unknown at the beginning of the project. This gives me the flexibility to let the process define the project while at the same time being forced to consider the client which helps make the project realistic. After understanding the problem of the service provider, it is essential to understand that same problem from the view of the client (Stickdorn and Schneider, 2011). In this project the two perspectives will emerge in interaction with each other. In order to achieve the goals of this stage, I intend to use the following tools:

- Stakeholder map (Stickdorn and Schneider, 2011) to understand the stakeholders and their relations
- Personas (Chang, Lim and Stolterman, 2008) to sum up what I know about my target group at the end of this phase in a way that is easy to use in the following work
- Customer Journeys (Ref) as inspiration for a way to visualize the process of the companies I talk to.
- Qualitative interviews (Kvale, 1997) to understand the companies I am going to work with.

Creation

This phase is when the concept is designed, this is done through iterative testing of different ideas. The border between this phase and the next (Reflection) is blurry, as the iterations happen when each idea is tested and reflected upon. Therefore most iterations should happen between this phase and the next, in order to cover as many solutions as possible. This stage is also the time when stakeholders should be involved to co-design. Whereas the goal of the previous stage was to understand the stakeholders in order to define the problem, the goal of this stage is to interact with the stakeholders about testing different solutions and eventually finding a solution that best possible satisfies the needs (although they might be conflicting) of the various stakeholders. For each iteration of testing a solution, new insights will be brought into the next iteration, e.g. insights from one interview will affect the interview guide for the next interview. This stage will also include shifts in focus between the overall structure of the service system and the specific experiences with the individual touch points, moving from high level design towards low level design as the project progresses. At this stage I intend to use the following tools:

- Service Blueprint (Ref) to get the overview of the service system and the individual services.
- Customer Journeys (Ref) to understand the service experience from the customers point of view.
- Business Model Canvas (Ref) to cover the different business aspects of the service I design.
- Design Scenarios (Bødker, 2000) to visualize and test different ideas.
- The Kano model (J. Spool, 2011) to evaluate the relevance of different services and facilities in the service system.
- Use cases (Morelli, 2009) to visualize and test details about the different touch points and interactions.
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According to Stickdorn and Schneider (2011) "...this approach is not about avoiding mistakes, but rather about exploring as many as possible mistakes" (p. 130) and I think this truly applies to this stage and the next. My goal for this stage and the next one is to develop the design as far as possible by testing and evaluating as many ideas as I can.

Reflection

This stage is about testing the ideas from the previous stage. The big challenge in this stage is that services are intangible by definition (Morelli, 2002), and that the tools used by the service designer to understand the structure of the service are not necessarily suited for presenting the service to the customers or other stakeholders. By the user the service is often experienced as a series of touch points, with focus on the emotional aspects of the experience (Stickdorn and Schneider, 2011), while the service designer must also consider the back stage operations that connects the touch points and creates the system. Therefore it is important in this stage to consider how the service is presented to the user when testing, and the challenge is to engage the users and help them imagine the service experience best possible. At this stage I will use the following tools:

- Desktop Walkthrough (Stickdorn and Schneider, 2011) to “play” the service scenarios with the users in a comfortable way.
- Service Staging (Stickdorn and Schneider, 2011) to “play” the service scenarios if I have developed a good relation to the users and they seem comfortable with engaging in this way.
- Use cases (Cockburn, 2000) to make the interactions visible to the users.
- Customer Journeys (Ref) to focus on the customers experience in a dialogue with the users.

Implementation

Usually this stage would be about implementing the service and making the organizational changes needed in order to succeed. In real life service design, this stage is extremely important, as this is when change is actually made. It is important to involve the employees of the service provider early in the process, in order to make a successful implementation and at this point some change should already have happened in the way the involved employees think and feel about delivering service, but the real change does not happen until the service is implemented. Unfortunately it is not possible for me to implement my service design in a company and see how it is received by employees and customers. Instead I will use this phase to put all my work together in a process report and a design report and make sure that it is presented best possible, as the implementation of my project will be the project examination. It is my intention to make a final test of the project or part of the project that simulates a real implementation. Usually new challenges are raised after implementation, as people start using the designed service, and a lot of unpredicted situations can occur (Stickdorn and Schneider, 2011).

I would like to end my project with an evaluation of the challenges that occurred in the final test and a discussion about the iterative process that would have come after the implementation of my project.

Target group

In this chapter I will begin to define and analyze my target group. Based on my early data, I will make a hypothesis about who my target group could be. Through two qualitative interviews with real entrepreneurs I will acquire specific knowledge about the process of starting a company and the challenges that comes with it. I will analyze and discuss the statements from the two entrepreneurs in order to define the problem area I am operating in and create the base for synthesis in my design proposal later on.

Hypothesis about target group

As stated in the introduction of this report, the Danish government has a goal of increasing the number of new successful growth startups pr year, as well as the amount of new startups in general (Fremtidens erhvervsservice og iværksætterpolitik - en guide til flere vækstvirksomheder, 2007).
For the purpose of this project, it is essential to work with a target group that has a certain degree of availability, as the project depends on volunteer participation and has a limited time frame. Therefore the first thing I did was to search Dansk Statistik (Dansk Statistik, 2014) to see which branches has the most new companies. As shown in the diagram to the right, Professional services is the branch with most new companies per year in 2011, closely followed by trade and transportation.
The next thing I did was to search my network for entrepreneurs who was willing to spend some time to help me with this project. Soon I had arranged two interviews, with entrepreneurs both operating within the field of Professional services.

This was Allan Bjerre, Industrial designer and co-founder at Ideaal and Michael Nørkjær, CEO and co-founder of Idify. Based on the statistic indication (Ibid.) that there are a lot of potential contacts in this branch as well as the fact that I already had arranged two interviews within this very same branch, I decided to proceed working within the field of Professional services for now. Another Thing Allan and Michael has in common is that they both started their companies short after leaving university. This inspired me to focus on entrepreneurs with a high level of education, but little experience, as I believe this is a group with high potential, but also high risk as they have not proved their worth yet. The latter was confirmed by Jacob Stolt, Senior Adviser at Aalborg University and Master in Leadership and Innovation, with whom I had a short e-mail correspondence (personal communication, May 20, 2014). He told me that this group has very little chance of getting funded by the innovation environments, as it is too risky. Both hypotheses was later confirmed in an interview with Brian List, VP at Symbion (Personal communication, June 27, 2014), who also believes in the potential of this group, and therefore is launching a special program for them at Symbion in September 2014. I will discuss my interview with Brian list later in this report.

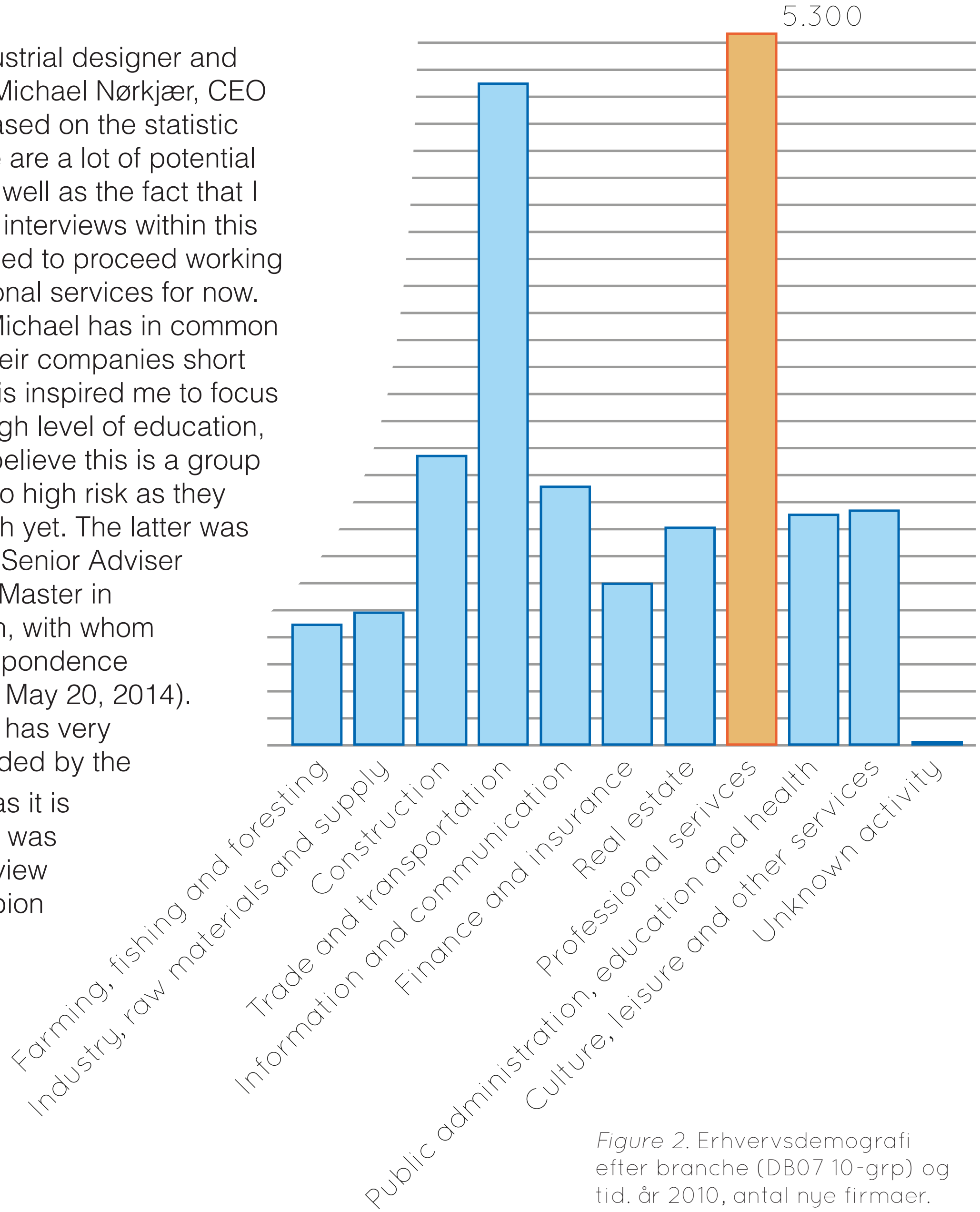


Figure 2. Erhvervsdemografi efter branche (DB07 10-grp) og tid. år 2010, antal nye firmaer. (). Retrieved April 28, 2014, from http://www.statistikbanken.dk/

Problem area

At this point I have a hypothesis about a target group consisting of highly educated, inexperienced entrepreneurs, within the branch f Professional services, who has an unexploited potential combined with an unsatisfied need for support. In the following I will question this hypothesis, by analyzing and discussing the outcome of the two interviews with Allan Bjerre, Industrial designer and co-founder at Ideaal and Michael Nørkjær, CEO and co-founder of Idify. Both interviews were conducted as semi structured interviews (Kvale, S., 1997), with support from diagrams: A time line I have designed myself and the Growth Wheel (http://www.growthwheel.com) – a widely used model for discussing the competences present in the startup, e.g. used by Væksthusene.

Although Ideaal and Idify have a lot of similarities to each other, they also have a lot of differences. They both started out with one big client, but their thoughts about what this condition means to each their company is very different (Allan Bjerre, Personal communication, May 13, 2014; Michael Nørkjær, Personal communication, May 16, 2014). Allan says that while starting out with one big client provided a certain security, it also prevented them from chasing the clients they wanted most (Allan Bjerre, Personal communication, May 13, 2014). Another way to say this is that the one client made it possible for them to stay in the comfort zone for too long. On the contrary, when asked directly, Michael does not think that starting with one big client has been a problem at Idify. They landed Aarhus municipality as a customer early on and received 2/3 of the payment up front. However, when asked to conclude his challenges at Idify, he later says that if he had to start over he would "...have

Figure 3. Alan Bjerre. Retrieved from http://dk.linkedin.com/in/albjerre

Allan Bjerre, Industrial designer and co-founder at Ideaal

Allan finished his Master in Industrial Design from Aalborg University in 2009, which is also the year he founded Ideeal with two fellow students. Today Ideaal still consists of Allan and his two partners. They primarily do consultancy work, as designers, but since 2011 they have also had a part in Sekoia which is a task management tool for the nursing and care industry, which they co-founded with another company with whom they shared an office at the time. Allan lives in Helsingør, where he also has his office, while his two partners as well as Sekoia is situated in Jylland (Allan Bjerre, Personal communication, May 13, 2014).

Figure 4. Michael Nørkjær. Retrieved from http://dk.linkedin.com/in/norkjar

Michael Nørkjær, CEO and co-founder of Idify

Michael finished his Master in Engineering – Technologybased Business Development from Aarhus University in 2011, which is also the year he founded Idify with his co-founder Karsten Brønnum. Karsten had the idea for a platform for people with dementia, but did not know how to monetize the concept, this became Michael's role in the partnership. Later they invited Jeanette Eis and Mikael Klante to join the company and contribute with their IT competences (Michael Nørkjær, Personal communication, May 16, 2014).

Theoretical reflections: qualitative interviews

The qualitative interviews build upon Kvale's (1997) guidelines for planning and performing qualitative interviews, which includes making an interview guide and asking open questions with the goal of understanding something from the subject's point of view. This method is combined with relevant tools, which helps codifying the information for the design requirements. The tools used in the interviews include time lines (Morelli, 2009b) – see reflection on next page and the Growth Wheel (http://www.growthwheel.com)

Timeline for Ideaal

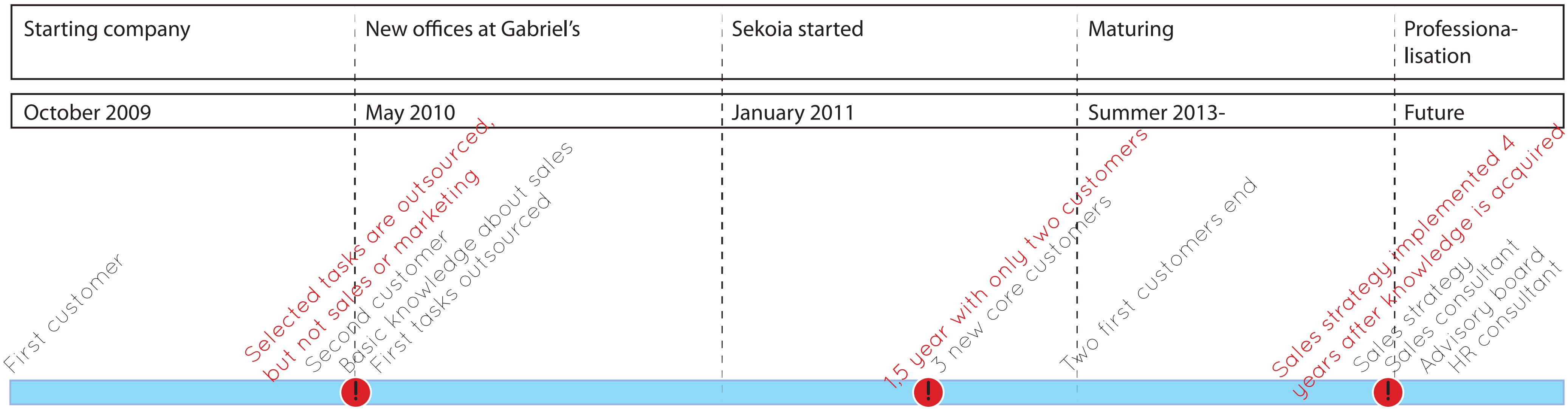


Figure 5. Simplified time line for the startup process of Ideaal (Allan Bjerre, personal communication, May 13 2014). A more detailed time line can be found in Figure 52.

Timeline for Idify

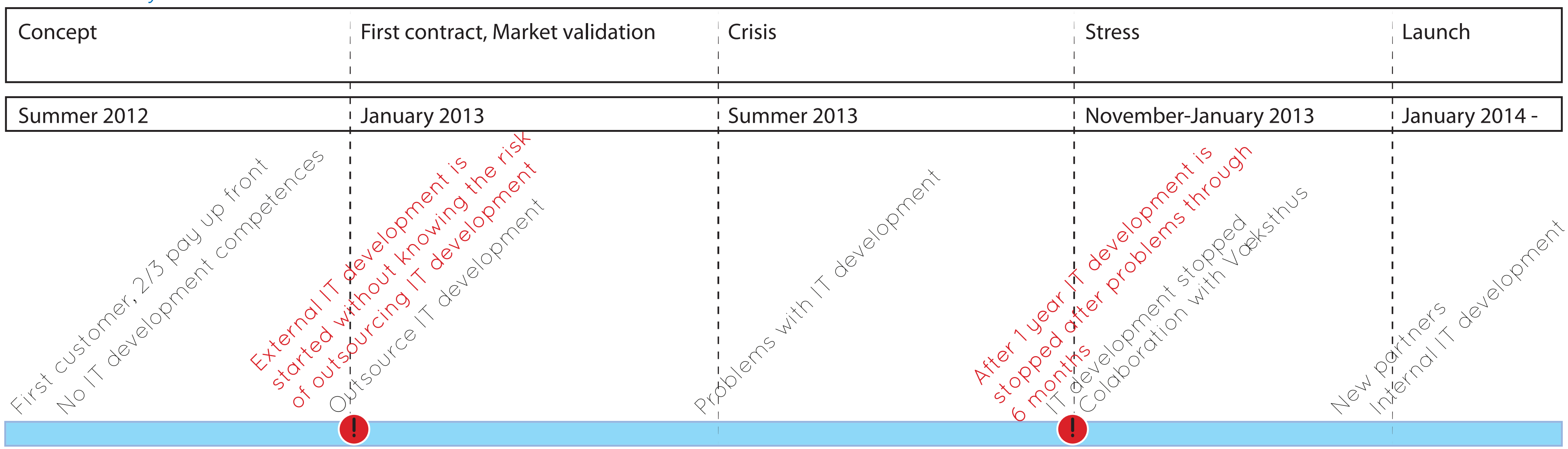


Figure 6. Simplified time line for the startup process of Idify (Michael Nørkjær, personal communication, May 16 2014). A more detailed time line can be found in Figure 54.

started more grass root...". The funds from Aarhus municipality allowed them to pay for an external developer from the beginning, which resulted in a lot of frustrations, since they did not have enough knowledge about IT development in-house. Michael believes that with an internal developer, who had a buy in on the idea, they could have achieved a more agile process (Michael Nørkjær, Personal communication, May 16, 2014). Maybe the question about starting with one big or several small customers is not so relevant. Personally I think it is more important not to get caught in a bad process, by sticking to a bad decision, whether that is not chasing the most desirable customers or outsourcing vulnerable processes or something completely different. When asking the entrepreneurs today, it seems like they have both done some reflecting upon what went wrong and they both seem to have some good ideas for what they could have done differently. Michael says that he thinks he could have benefited from having a more technical team from the beginning (Michael Nørkjær, Personal communication, May 16, 2014) and Allan says that he could have benefited from focusing more on sales early on (Allan Bjerre, Personal communication, May 13, 2014).

So how could they both have achieved a more desirable start for their businesses? About six months after founding Ideaal, Allan participated in a course about basic sales knowledge, but for some reason that did not seem to change the lacking focus on getting new customers. (Allan Bjerre, Personal communication, May 13, 2014). So maybe acquiring new knowledge is not always enough to change the way entrepreneurs act? Allan later says that he thinks being able to say no relates to having a scope for the company, which they lacked in the beginning (Allan Bjerre, Personal communication, May 13, 2014). So maybe the problem was not the missing knowledge about sales, but rather lacking clarity about what they wanted to achieve with the company. This problem is also recognized by Michael who, when at the end of the interview asked what he thinks a helpful tool should offer, answers "a read thread made visible through the startup process". He wants a tool that besides the functionality of a regular project management tool can visualize the company's vision and development in market strategy. He does not have any specific idea about how this would be done and he thinks that this could just as well be a series of meetings with a consultant as it could be an application or something completely different (Michael Nørkjær, Personal communication, May 16, 2014). These statements leads me to consider how a startup can be helped to get a stronger scope from the beginning, and how know if they are setting the right scope. This is something I would like get back to and investigate further, later in this project.

Another issue they both brought up is using external resources for outsourcing as well as advise and mentoring, and the challenges related to this (Allan Bjerre, Personal communication, May 13, 2014; Michael Nørkjær, Personal communication, May 16, 2014). Allan said that it has been a big learning for them to outsource tasks they do not master themselves. Today they outsource everything related to revision, economy and legal issues. In the beginning they tried to do the book keeping by themselves, but ended up spending too much time on it (Allan Bjerre, Personal communication, May 13, 2014). I wonder why they have not chosen to outsource sales activity, since one of their biggest issues seem to be that they did not focus more on sales early on. Allan told me that finding someone they trust has been a big issue for them when it comes to outsourcing in general and that all outsourced tasks so far have been outsourced to someone they have got recommended by people they know and trust. At one point they changed their accountant, to one recommended by their reviser, because he was not satisfied with the one they had before (Allan Bjerre, Personal communication, May 13, 2014). So maybe trust is an important parameter when choosing external partners. Michael did not directly express the same concern about trusting external partners, but he has experience with an unsuccessful collaboration with an external developer. Since they had no IT development competences in house at Idify, they outsourced all development to Indian developers. This proved to be harder than they had thought, and after about six months they started to experience problems in the collaboration and after another six months they stopped the collaboration all together (Michael Nørkjær, Personal communication, May 16, 2014).

Theoretical reflections: time lines

As discussed by Morelli (2009b) a time pattern can be a useful tool to codify qualitative information. Although the codification compromises the qualitative richness of the information, it is sometimes necessary in order to translate the observations into design requirements. Based on this reflection, the time line is used as a supporting tool, in combination with the text which preserves more of the qualitative richness from the qualitative interviews. The time line represents a condensed analysis of the information from the interviews.

Maybe this is why Ideaal are very fond of shared offices, as this allows them to build network with people they get to know and trust. They have used their network, gained at shared offices, for temporarily hiring external designers when needed, and their involvement in Sekoia was also established through such a relation (Allan Bjerre, Personal communication, May 13, 2014).

Finally I would like to discuss Michael's and Allan's reflections about setting the right team with the right competences. When asked what they think about the team they started with, they both reply that it could have been better (Allan Bjerre, Personal communication, May 13, 2014; Michael Nørkjær, Personal communication, May 16, 2014). Ideaal was founded by three industrial designers from Aalborg University, who did most of their study projects together. In the field of industrial design they are a strong team, with each their strengths, but as a startup they lack competences related to sales, economy, legal issues etc. (Allan Bjerre, Personal communication, May 13, 2014). Idify was founded by a communication consultant and an engineer specialized in business development with little experience. They have most competences needed to run a business and they have access to knowledge abut dementia through their network, but they lack competences within IT development, which is essential for developing their product (Michael Nørkjær, Personal communication, May 16, 2014). Idify's original team is almost opposite of Ideaal's team, as Idify seem to have the competences related to running a business, but lack competences related to the development of their product. At Ideaal they are their own product, as they work as consultants, but they lack competences related to starting and running a business. The two startups are also different in the way they try to make up for the missing competences. During the first six months, Ideaal received assistance from SEA, NiN and Væksthus Nordjylland (Allan Bjerre, Personal communication, May 13, 2014), whereas Idify did not use any of the free startup programs when they started (Michael Nørkjær, Personal communication, May 16, 2014). I think this makes sense, as Idify did have competences related to business development from the beginning. However the problems related to lacking competences in IT-development is something the startup programs might have been able to help them avoid (Janus Krarup, Personal communication, June 18, 2014). This is something I will get back to later in this report.

When it comes to the two entrepreneurs' own reflections about their competence profiles and how to improve them, Michael says that he was not very active in the startup environment when they founded Idify, partly because he was not aware of the competences needed on their team. But today he thinks that they could have benefited from having a mentor with either entrepreneurial experience or experience with selling to municipalities and institutions (Michael Nørkjær, Personal communication, May 16, 2014). Allan says that he wishes they had asked more people for advise in the beginning, but they were afraid of being inconvenient. Today he has realized that people are often happy to help if they can (Allan Bjerre, Personal communication, May 13, 2014). This leads me to think that startups in my target group may need more feedback, sparring, supervision or advise from external sources, than they think they do in the early startup phases.

Theoretical reflections: personas

As discussed by Chang, Lim and Stolterman (2008), even design teams who does not use personas often have an unspoken persona in mind when designing. However the different designers on the team might not have the same persona in mind, which makes personas an important tool for internal communication and coordination in a design team. As this project is conducted by a single designer, there is not the same need for coordination. Allan Bjerre and Michael Nørkjær are used as unspoken personas of this project, when making design decisions later on.

Conclusion on target group

In this chapter I set out to make a preliminary definition and analysis of my target group. I have made a hypothesis about who my target group might be and analyzed and discussed the information I have acquired from two qualitative interviews (Kvale, S., 1997) with Alan Bjerre and Michael Nørkjær (Allan Bjerre, Personal communication, May 13, 2014; Michael Nørkjær, Personal communication, May 16, 2014). In this text I will highlight the main points from the chapter, in order to conclude what I know about my target group and their problems at this point. I will make a preliminary hypothesis about my target group and their main problems, which will form the base for my continued work.

I prioritized to work with a target group with high availability, because I only have limited time for this project and I am depending on volunteer participation. At Dansk Statistik, I found that Professional services is the branch with the highest number of new startups pr year. As I managed to arrange two interviews with entrepreneurs in this branch, I got my hypothesis about high availability in this branch confirmed. Based on the profiles of the two entrepreneurs I interviewed, I got inspired to focus on entrepreneurs with high education and little experience. Jacob Stolt confirmed that this group only gets little attention from the innovation environments (personal communication, May 20, 2014), which indicates that they have an unsatisfied need. This was later confirmed by Brian List, who is starting a new program for this group at Symbion in September 2014 (Personal communication, June 27, 2014).

In my analysis of the interviews with Allan Bjerre from Ideaal and Michael Nørkjær from Idify (Allan Bjerre, Personal communication, May 13, 2014; Michael Nørkjær, Personal communication, May 16, 2014), I have made some hypotheses to set the direction for my further research.

Growth startup Consultants

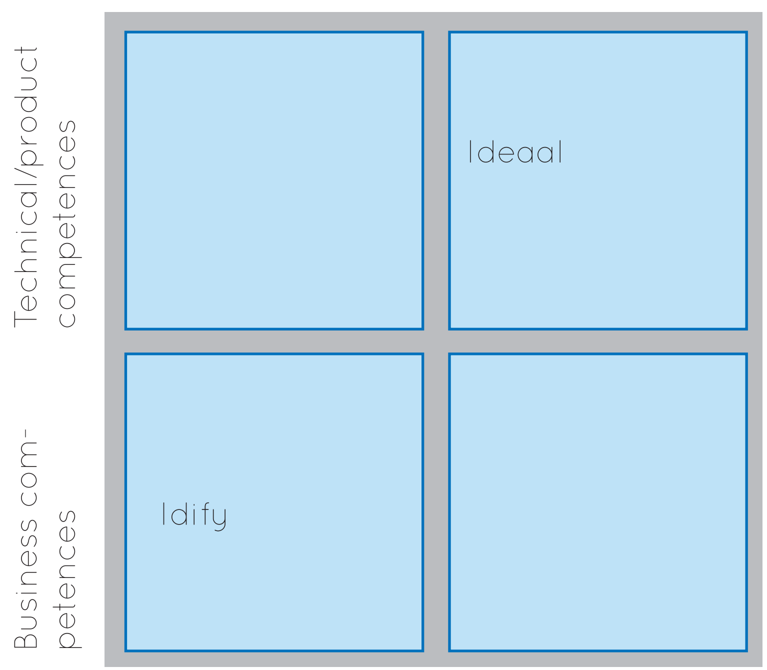


Figure 7. Diagram for how to group startup companies.

- The two startups each faced some problems that slowed down their process. Ideaal neglected to focus on sales early on (Allan Bjerre, Personal communication, May 13, 2014) and Ifidy put their faith in an external developer when they really needed an internal developer (Michael Nørkjær, Personal communication, May 16, 2014). *My hypothesis is that it is central not to get caught in a bad process or stick with a wrong idea for too long.*
- Acquiring knowledge about how to sell was not enough to change Ideaal's focus from satisfying their one customer to actually starting selling to new customers. Allan thinks that them not being able to say no to their one big client related to not having a scope for the startup in the beginning (Allan Bjerre, Personal communication, May 13, 2014). This problem seem to be recognized by Michael, who directly asked for a service that would help them visualize a red thread through their process and focus on their vision (Michael Nørkjær, Personal communication, May 16, 2014). *My hypothesis is that startups in my target group need help to set a scope for the company early on. This leads me to wonder how this can be done and how to make sure that the right scope is set.*
- Allan directly expressed that he and his partners have been concerned with finding someone they know they can trust when it comes to outsourcing (Allan Bjerre, Personal communication, May 13, 2014). Although Michael did not directly express the same concern, he talked about how the collaboration with their external developer had gone wrong (Michael Nørkjær, Personal communication, May 16, 2014)*. My hypothesis is that establishing trust is important when collaborating with any kind of external sources.*
- Michael was not very active in the startup environment when they founded Idify, as he was not aware of the competences they were missing on the team. Today however, he recognizes that they would probably have benefited from a mentor with relevant experience, i.e. entrepreneurship or sales to public institutions (Michael Nørkjær, Personal communication, May 16, 2014). Allan also wished that they had asked more people for advise when starting Ideaal, but they were afraid to be inconvenient. Today he has realized that most people are happy to help when they get the chance (Allan Bjerre, Personal communication, May 13, 2014). *My hypothesis is that most startups need more sparring from external sources than they think they do when they start up.*
- Although I initially thought the two companies were very similar, it has now become clear to me how they also differentiate from each other. Ideaal may be a strong design team, but lacks competences related to starting and running a company (Allan Bjerre, Personal communication, May 13, 2014). Ifidy seems to have all the competences related to starting and running a business, but lacks important competences related to developing their product (Michael Nørkjær, Personal communication, May 16, 2014). At Ideaal they work as consultants, what they sell is basically their own time, which means that their business is not very scalable (Allan Bjerre, Personal communication, May 13, 2014). On the contrary Idify sells a product, which takes some resources to develop, but once it is running it can serve many customers with few resources. *This inspired me to divide my target group into four sub-groups, which may have different needs. See diagram.*

Discussion about target group and stakeholders

The stakeholder map is made for a fictive company that represents my target group in the middle and all potential stakeholder groups surrounding it. According to Jakob Stolt (personal communication, May 20, 2014) the innovation environments are not interested in my target group, unless they have very great potential and can show a track record, which is difficult comming straight out of university. The public offers are for everyone and has a lot of free services, such as seminars, consulting and sometimes also micro funding. The local divisions (lokale service centre) are best in the very beginning and the regional divisions (væksthusene) can help with more specialized assistance. At this point I do not know enough about crowd funding and the private offers, except that most of them are free. I plan to acquire more knowledge about the stakeholders during the project and hopefully also start a dialogue with some of them.

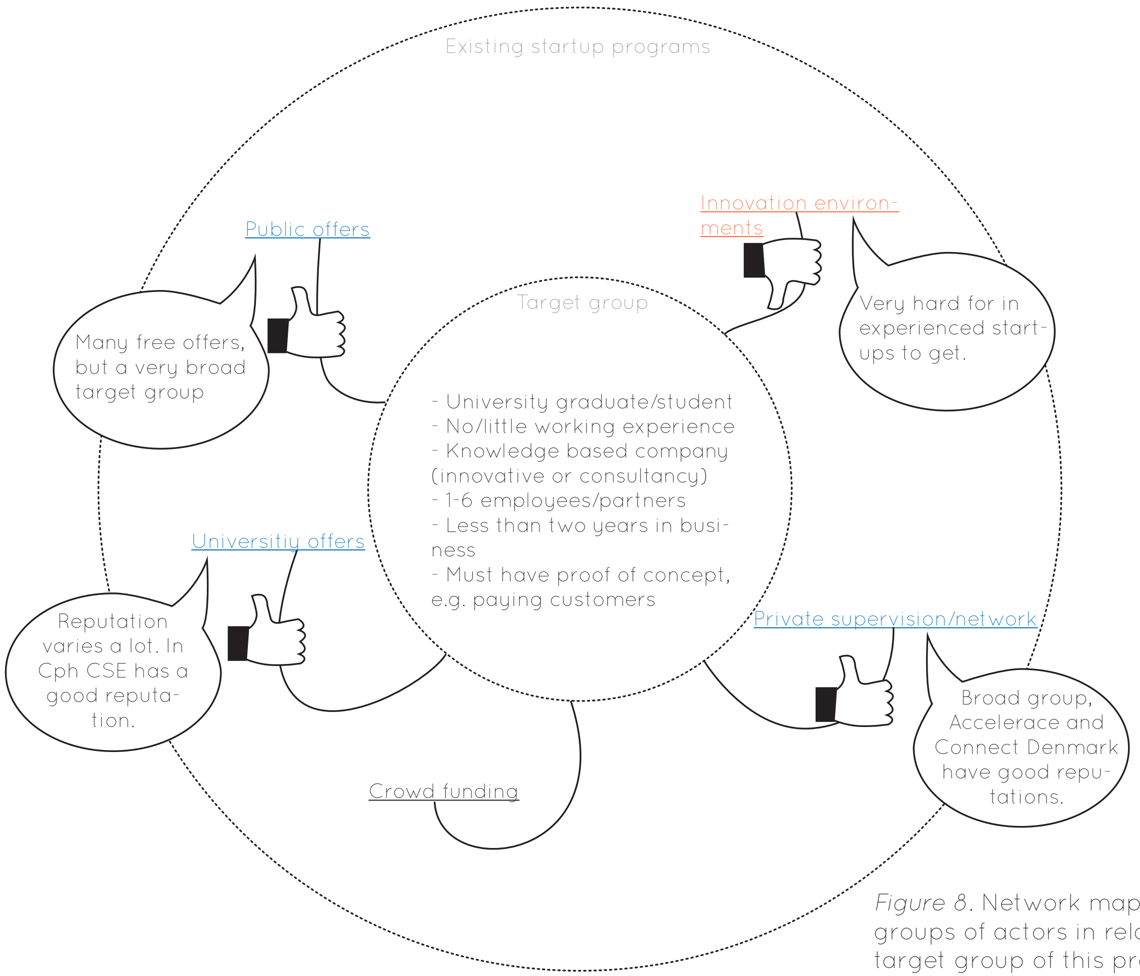


Figure 8. Network map showing groups of actors in relation to the target group of this project.

Theoretical reflections: network map

The network map on this page shows the relations to high level groupings of the existing offers for entrepreneurs. On the opposite page each grouping is detailed further in order to give a more complete picture. This map is used to organize the stakeholders according to relevance for target group of this project. According to Morelli (2009b) a map of the actors' network is crucial for the understanding of the complete system.

Innovation environments (financing innovative, knowledge based startups)

- DTU-Symbion Innovation
- SEED capital
- Syddansk Teknologisk Innovation A/S
- CAPNOVA A/S
- Borean Innovation A/S

Private supervision/networking

- Connect Denmark (network and feedback, known for their springboards)
- Startup boot camp (european incubator and mentorship)
- Startupsvar.dk (advices for the 100 most common startup chalenges by Thomsen Business Information, startup advisor)
- iværksætteren.dk
- *Symbion*
    - Accelerace

Figure 9. Brian List, Vice President at Symbion. Retrieved from http://symbion.dk/team-direktion/

Crowd funding

- Boomerang
- Kickstarter.com

Universities

- AU-HIH (Handels- og Ingeniørhøjskolen Herning, extrodinary meny entrepreneurs from this school)
- CSE (Copenhagen Shcool of Entrepreneurship - part of CBS)
- SEA (Supporting Entrepreneurship at Aalborg university - supervision, workshops and incubation)
- Stardust (Student driven organization for entrepreneurship at CBS, based on CSE)
- *Venture cup (Startup competition - funding, network and feedback)*
- CIEL (Copenhagen Innovation and Entrepreneurship Lab - CBS, DTU and KU working with research, education and students)

Figure 10. Michael Bak, co-founder of Hello World Mobile and former CEO of Venture Cup. Retrieved from http://dk.linkedin.com/in/michaelbak

Public assistance

- Erhvervsstyrelsen
    - *Erhvervsservice*
        - Lokalt service center
            - København erhvervsråd
    - Start Vækst
    - Virk.dk
    - Vækst Guiden
        - Markedsmodningsfonden
        - Vækstfonden
    - Væksthuse
        - NiN (Nordjyst Iværksætter Netværk - koordinated by Væksthus Nordjylland)
- Fonden for entreprenørskab - young enterprise (Enhance indenpendence, innovation and entrepreneurship amongst young people)

Figure 11. Janus Krarup, COE at Copenhagen Business Service. Retrieved from https://www.facebook.com/janus.krarup

Identifying a service design problem

In the following chapter I will analyze and discuss the outcome of three interviews with different experts on the field of entrepreneurship: Janus Krarup, CEO at Copenhagen Business Service (personal communication, June 18, 2014), Michael Bak, co-founder of Hello World Mobile and former CEO at Venture Cup (personal communication, June 25, 2014) and Brian List VP at Symbion (personal communication, June 27, 2014). I will use the insights from these three interviews to question the hypotheses from the previous chapter and narrow the problem area down to a specific service design problem.

Figure 12. Janus Krarup, COE at Copenhagen Business Service. Retrieved from https://www.facebook.com/janus.krarup

Janus Krarup, CEO at Copenhagen Business Service

For many entrepreneurs Copenhagen Business Service (Københavns erhvervsservice) is the first contact with the public startup programs. They have 6.000 contacts with entrepreneurs every year and half of them are unique. This means that most of the entrepreneurs are only in touch with Copenhagen Business Service once. Copenhagen Business Service offers a lot of courses, which is the first interaction with most of the entrepreneurs. Some entrepreneurs continues the interaction and receives counseling meetings. At Copenhagen Business Service they serve all kinds of entrepreneurs, from hairdressers to growth startups. However all growth startups are quickly forwarded to Væksthus Hovedstads Regionen, who are centraliced in the regions and focuses on growth startups and startups with complex needs (Janus Krarup, personal communication, June 18, 2014).

Figure 13. Michael Bak, co-founder of Hello World Mobile and former CEO of Venture Cup. Retrieved from http://dk.linkedin.com/in/michaelbak

Michael Bak, co-founder of Hello World Mobile and former CEO at Venture Cup

Michael Bak has a master in Humanistisk Informatik og Kommunikation from Aalborg University. He is former CEO at Venture Cup, a popular startup program, where university students compete on business plans. During Michael's five years at Venture Cup (the last two as CEO) they went from 5 to 25 employees. They have approximately 500 teams every year, with the quality getting higher every year, so Michael has seen a lot of promising as well as less promising startup teams. The teams are rates on the scalability of their concepts, which means the ability to serve a growing amount of customers without spending equally more resources. Scalability is still one of Michael's primary focuses in entrepreneurship today as co-founder of Hello mobile, a tech startup that has developed a concept for roaming free international mobile phone calls (Michael Bak, personal communication, June 25, 2014).

Figure 14. Brian List, Vice President at Symbion. Retrieved from http://symbion.dk/team-direktion/

Brian List VP at Symbion

Symbion is one of the big players in the Copenhagen startup environment. Their primary role is to offer office facilities at their two locations: The Orbit at amager and Symbion at Østerbro. They own Accelerace, a very popular startup program and they have stakes in Symbion Innovation and COBIS, two big innovation environments. In the role of VP at Symion, Brian List is primarily responsible for facilitating networking amongst the entrepreneurs who reside at Symbion's office facilities. They currently house about 250 entrepreneurs. At Symbion they have a vision of being like Team Denmark for entrepreneurs, which means teaching, training and financing young talents. However Brian List does not think that anyone has found the ultimate solution for helping entrepreneurs (Brian List, personal communication, June 27, 2014).

Explore hypotheses

The three interviews builds upon each other, as I used each interview to put the statements from the previous one in perspective. First I talked to Janus Krarup (personal communication, June 18, 2014), where the goal was to get a better understanding of the Copenhagen startup environment and its challenges. At this interview I also brought six different conceptual scenarios for him to give feedback on. Based on Janus' feedback I brought two of the scenarios, as well as two new ones, to the interview with Michael Bak (personal communication, June 25, 2014), who confirmed some of the statements from Janus, but also raised a lot of new questions. Finally I talked to Brian List (personal communication, June 27, 2014), where I heard about how they work with entrepreneurs and what challenges Brian sees in the Copenhagen startup environment.

Most companies have some blind spots, either on the marked side or on the product side. It is then Copenhagen Business Service's job to help the entrepreneurs identify these spots and accelerate an informed decision of either realizing the idea or not (Janus Krarup, personal communication, June 18, 2014). I think this backs up my hypothesis, but I also have to keep in mind that Janus' target group is much broader than the one I am aiming at, so this has to be tested further. Before discussing others views on this hypothesis, I will look a bit closer at Janus' approch to solving this problem. It is Janus' experience that the truth is rarely found on the desktop, but in the field where the customers are. His approach to help entrepreneurs validating ideas and decisions is via actions of the entrepreneur. He encourages them to go out and get some feedback on their ideas. This is a process of trail and error he says. Several times during the interview he

Theoretical reflections: qualitative interviews and scenarios

As the focus of this chapter is on testing hypotheses and identifying a specific problem, the interviews in this chapter applies scenarios, which is a suggestive narrative tool that according to Bødker (2000) integrates usability in the design process. Bødker (2000) describes how open ended scenarios often lead to broad and conceptual answers, which is exactly what is needed at this early point in the design process. Later in the process more specific scenarios will be used to get more specific user feedback. As in the previous chapter the qualitative interviews build upon Kvale's (1997) guidelines for planning and performing qualitative interviews.

It is crucial for a startup's success not to get caught in a bad process or sticking with a bad decision.

When I talked to Janus Krarup, he said that their role is often to help the startups speed up the process of clarifying if their idea is realizable.

mentions Peter Torstensen, CEO at Symbion and Accelerace, with whom it seems he regularly discusses entrepreneurship. He says that according to Peter Torstensen, the entrepreneurs they see succeed most often are the ones that set a first target and successfully reaches it

(Janus Krarup, personal communication, June 18, 2014). This information inspired me to propose a new scenario for my interview with Michael Bak (personal communication, June 25, 2014), where a service system helps a startup set a fist target and reaching it. Out of the four scenarios I showed Michael, this was the one he believes the most and he actually thinks it is a good idea (Micael Bak, personal communication, June 25, 2014). I think this once again confirms my hypothesis that it is important not to get caught in a bad process, as both Janus Krarup and Michael Bak agrees that it is crucial that the entrepreneurs test and evaluate their ideas (Janus Krarup, personal communication, June 18, 2014;Micael Bak, personal communication, June 25, 2014).

Entrepreneurs need help to set a scope. How to make sure the right scope is set?

Showing my scenario for helping a startup, defining and reaching a first target, to Michael Bak naturally lead to discussing this hypothesis. Michael argued that this concept can possibly replace the business plan, if the target is set in the context of the overall vision for the company. The business plan has earlier been an important parameter for evaluating a business, but as many entrepreneurs just fill it out without going through the process of creating valid data, it easily looses its value (Micael Bak, personal communication, June 25, 2014). As the goal of a business plan is to define the scope of a startup, I think this comparison to the business plan implies that Michael Bak backs up my hypothesis about the importance of setting a strong scope. In my scenario, the entrepreneur is forced to go out and test his idea, which can help him knowing if he is setting the right scope or not. Brian List talks about facilitating the entrepreneurs and how the government offers resources for counseling, but that they do not assist in facilitating the knowledge (Brian List, personal communication, June 27, 2014). An example of this is Allan Bjerre from Ideaal, who attended a course about sales, but the knowledge was not used to create more sales in the company until long after (Allan Bjerre, Personal communication, May 13, 2014). Janus Krarup also agrees that this is a common problem and talks about 'being in the comfort zone' (Janus Krarup, personal communication, June 18, 2014). This leads me to think that it is crucial to consider facilitation in order to design a successful service for entrepreneurs.

Trust is essential whenever a startup chooses to collaborate with an external source.

Brian List is very concerned with building network between entrepreneurs (Brian List, personal communication, June 27, 2014) and both Michael Bak and Janus Krarup agrees that networking is very important for the individual startups as well as for the startup environment in Copenhagen (Micael Bak, personal communication, June 25, 2014; Janus Krarup, personal communication, June 18, 2014). I think this is an indirect indication that trust matters, although none of them uses that specific word. Brian List believes that network is one of the most important ingredients in a successful startup. He talks about how they experiment with different network initiatives at Symbion, the current approach is called 'Pitch Breakfast', where all their tenants are invited to have breakfast together and pitch for each other. However he says it is a challenge to make the entrepreneurs participate, as most of their startups are only 1-2 people and going to a networking event means that there are some other tasks they wont have time to do. He says that time is a more scarce resource than money for many startups and that paying for an event is not necessarily a deal breaker (Brian List, personal communication, June 27, 2014).

Most startups need more sparring from external sources than they think they do when they start up.

I think there is no doubt that everybody can find lots of examples of things they would have done differently in the past, if they had the knowledge they have today. The question in this case is if getting more sparring from external sources in the beginning would actually make better startups. When I told Michael Bak about Idify's story, where they mistakenly chose to outsource IT development instead of acquiring the resources in-house, his response was that "this could happen to everybody, if they had to wait for the perfect team they would never have started" (Micael Bak, personal communication, June 25, 2014). This way of thinking seems very characteristic for entrepreneurs, who according to Howard E. Aldrich and Martha Argelia Martinez (2001) often rely on biased heuristics, with the most common biases being overconfidence and a tendency to generalize about a person or phenomenon based on few observations. They claim that while such behavior may lead to strategic mistakes in established companies, entrepreneurs often do not have other choice than to rely on incomplete information, which makes it necessary for new firms to take big risks. I think this perspective indicates that delivering knowledge to entrepreneurs is important, but also hard work. Facilitating the knowledge, as Brian List talked about (Brian List, personal communication, June 27, 2014) all of a sudden seems even more important to me.

Scenarios brought to interview with Janus Krarup (personal communication, June 18, 2014)

-"Project calendar"

-"Full support"

-"The entrepreneur network"

-"Testing an idea"

-"Perfect overview"

-"Relevant networking"

Scenarios brought to interview with Michael Bak (personal communication, June 25, 2014)

Existing:

-"Perfect overview"

-"Relevant networking"

New ones:

-"Service provider journal"

-"First target"

A way to subdivide entrepreneurs into four categories, based on competences and business model.

The very idea of subdividing is greatly supported by Michael Bak, who by himself starts talking about how important it is to differentiate and know the target group when making a program for entrepreneurs. He thinks that an often seen problem is that the startup programs generalize too much in order to reach a broad target group. If I want to accommodate a broad group, he suggests that the first step should be some sort of sub-division. Michael makes a great difference between consultants and growth startups, and says that his competences and knowledge is about growth startups (Micael Bak, personal communication, June 25, 2014). Brian List divides startups based on their competences: business oriented or product oriented. He says that it is often the product oriented entrepreneurs who get the good ideas, but they lack business knowledge and vice versa. He argues that the best teams are the ones that have both, but he does not know about any programs that specifically matches teams this way. On the other hand he questions Michael Bak's differentiation between consultants and growth startups, as he says that they have many companies that does both at Symbion. When a growth startup gets low on money they might have to do consultancy work to survive (Brian List, personal communication, June 27, 2014). I still think that it makes sense to use both parameters to divide startups, as long as one keeps in mind that a startup must not be in only one category. When categorizing the startups for a service system like the one I am designing, I think it is important to consider what category the startup would like to belong to and what problem is going to be solved. A consultancy startup with a technical profile might want to develop an innovative product, and need help to become a growth startup and understand the business aspects of this new role.

Scenarios

Before my interviews with Janus Krarup (personal communication, June 18, 2014) and Michael Bak (personal communication, June 25, 2014) I developed a series of conceptual scenarios, to support the interviews. The intend was to speed up the design process by getting feedback on some specific scenarios early on. As I have already discussed the outcome of the interviews, I will briefly describe each scenario and discuss the thought behind them.

The scenarios were made in two batches. The first batch was made before the interview with Janus Krarup (personal communication, June 18, 2014) and consists of the following six scenarios:

- ”Project calendar”
- ”Full support”
- ”The entrepreneur network”
- ”Testing an idea”
- ”Perfect overview”
- ”Relevant networking”

The second batch was made between the interviews with Janus Krarup (personal communication, June 18, 2014) and Michael Bak (personal communication, June 25, 2014) and only consists of two new scenarios:

- ”Service provider journal”
- ”First target”

The new scenarios are based on inputs from the interview with Janus Krarup (personal communication, June 18, 2014). These were brought to the interview with Michael Bak (personal communication, June 25, 2014), in addition to two of the existing interviews that received the most positive feedback from Janus Krarup (personal communication, June 18, 2014):

- ”Perfect overview”
- ”Relevant networking”

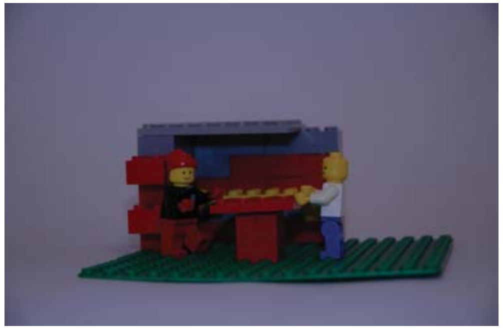
In order to evaluate the scenarios and how they can contribute to the further development of the project, I have made a touch point matrix (Parker & Heapy, 2006) for each of the four scenarios that received the most positive feedback at the interviews (Janus Krarup, personal communication, June 18, 2014; Michael Bak, personal communication, June 25, 2014). This helps visualize each scenario’s relevance as a service design problem, as well as it provides relevant information for detailing the service system later on.

Theoretical reflections: The service as a journey

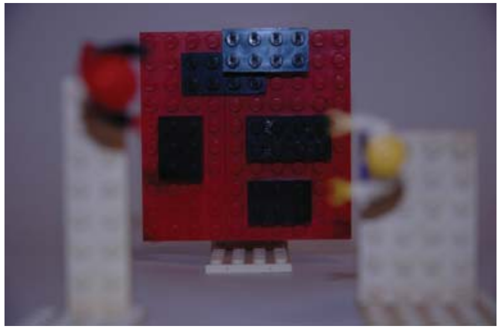
According to Parker and Heapy (2006) service experiences are often treated as individual ‘episodes’. They argue that it is essential to think of the service as a journey, a series of touch points and channels that come together over time. This enables the designer to create a coherent set of service experiences which come together as a complete srevice system. A touch point matrix inspired by Parker and Heapy (2006) has been made for each of the four scenarios that received the most positive feedback at the expert interviews.
The touch point matrices give an overview of the scenarios as service sytems, which makes it possible to evaluate them as such.

First target

This scenario was inspired by Janus Krarup, as he talked about the most successful entrepreneurs successfully reaching their first target, and his approach of making the entrepreneurs go out in the field and test their ideas (Janus Krarup, personal communication, June 18, 2014). Michael Bak agreed that this is an interesting concept and it is the one he believes most in from the ones I showed him (Michael Bak, personal communication, June 25, 2014). The touch point matrix (Parker & Heapy, 2006) shows how this scenario have the potential of activating several touch points. I think this scenario has great potential as a service design problem.



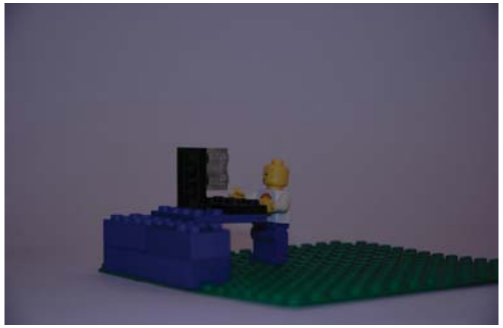
1. The entrepreneur goes the an adviser because he need help with a startup



2. Together they define his first target and defines how to reach and evaluate it.

3. The entrepreneur leaves the meeting with a relatively thorough plan for reaching the first target.

4. The entrepreneur executes the plan, which involves some sort of testing.



5. Back at his office the entrepreneur can evaluate the test and keep track of the process of reaching the target.

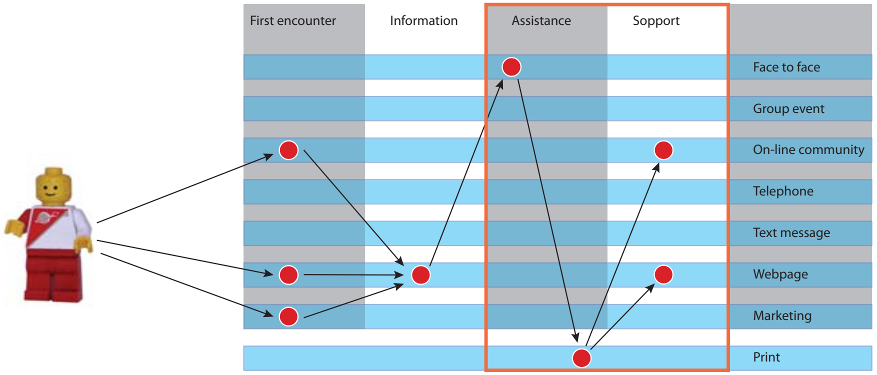


Figure 15. Touch point matrix for the scenario "First target", which is illustrated in Figure 16. The touch point matrix is made with inspiration from Parker and Heapy, 2006).

Figure 16. Scenario for helping an Entrepreneur setting a first target for his startup. Used for interview with Michael Bak (personal Communication, June 25 2014).

Service provider journal

This scenario is a response to Janus Krarups desire for a more connected startup environment (Janus Krarup, personal communication, June 18, 2014). I think that this scenario could help collecting knowledge across the different startup programs. Michael Bak likes the idea and the intentions, but argues that it is not possible as many entrepreneurs do not use the organized startup programs (Michael Bak, personal communication, June 25, 2014). It is also very hard to describe this service, as the touch points will be all the different startup programs connected by a webpage. This also shows in the touch point matrix (Parker & Heapy, 2006), where I was not able to connect the touch points.

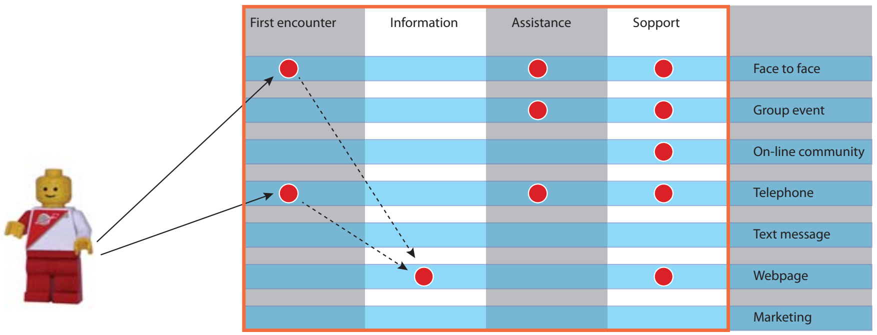
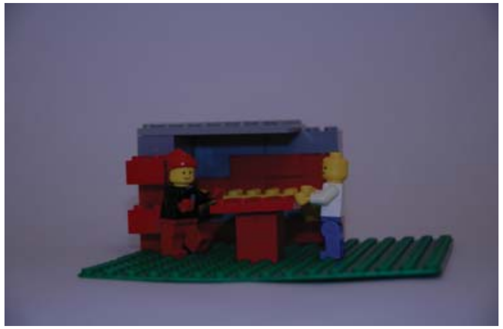
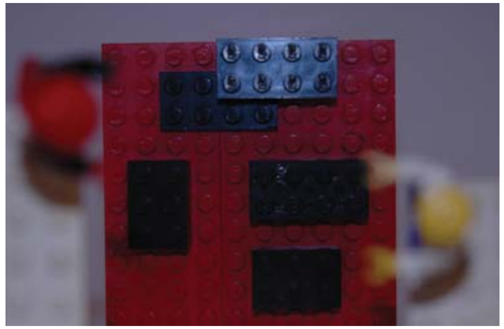


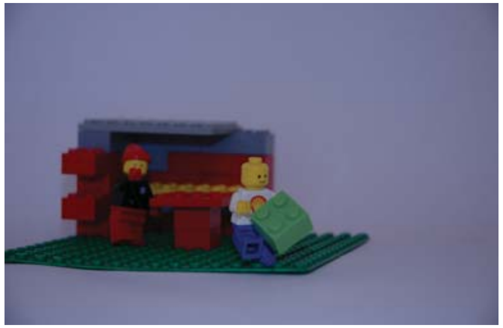
Figure 17. Touch point matrix for the scenario "Service provider journal", which is illustrated in Figure 18. The touch point matrix is made with inspiration from Parker and Heapy, 2006).



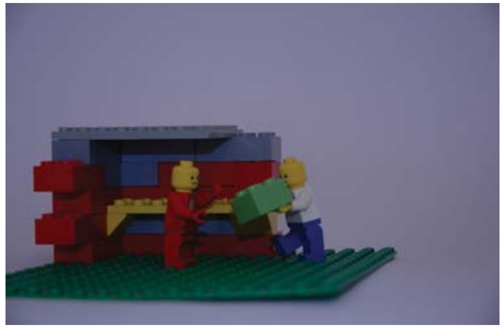
1. The entrepreneur goes to an adviser to get help with starting a business. This could fr example be Copenhagen Business Service.



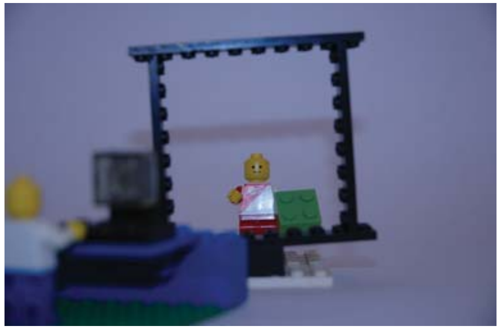
2. The entrepreneur gets some sparring on his idea, in accordance with the specific service offer.



3. When the entreprenur leaves the adviser, they have made a sumery, which is added to his journal (a file that can be accessed by all his advisers by permission)



4. Later the entrepreneur goes to another adviser, bringing the journal. They use in as a starting point for the meeting. After the meeting they add a new summary to the journal.



5. The second adviser forwards the entrepreneur to an on-line counseling session. Again they use the journal as a starting point and updates it after the meeting.

Figure 18. Scenario for journal that follows the entrepreneur throught the system of service providers. Used for interview with Michael Bak (personal Communication, June 25 2014).

Relevant networking
Janus Krarup seems to like this idea, as it supports his vision of a more connected startup environment. However he also questions the technological challenges in this scenario (Janus Krarup, personal communication, June 18, 2014). On the other hand Michael Bak's response is that there are already too many platforms that registers evens today. He agrees that there is a need for a better overview, but argues that another service that registers events might have the opposite effect (Michael Bak, personal communication, June 25, 2014). Although the touch point matrix (Parker & Heapy, 2006) does not contain a lot of touch points at this point, I think it is dynamic enough that it could be developed as a relevant service design problem.

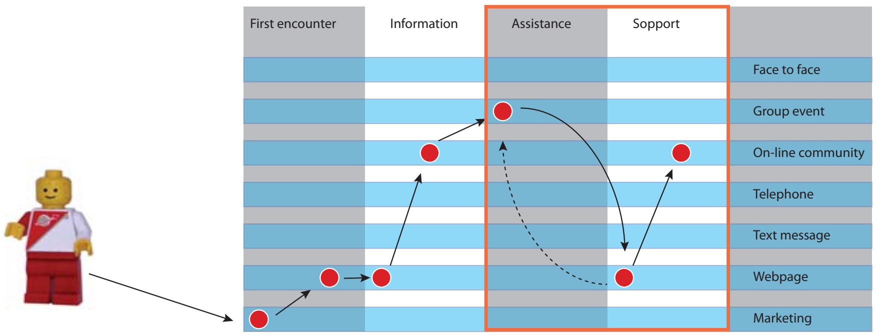
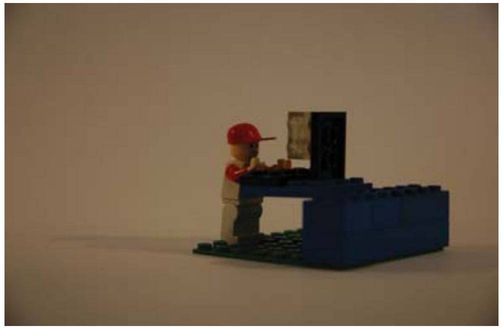
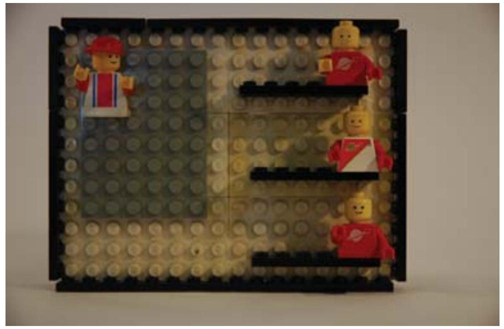


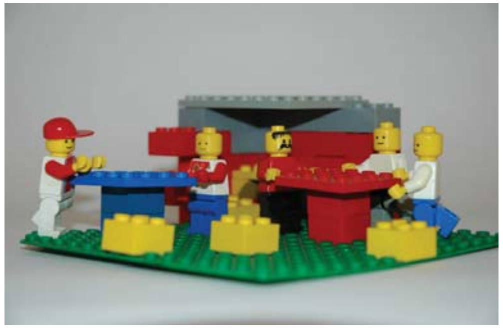
Figure 19. Touch point matrix for the scenario "Relevant networking", which is illustrated in Figure 20. The touch point matrix is made with inspiration from Parker and Heapy, 2006).



1. While signing up for a networking event, the entrepreneur specifies what he needs sparring on.



2. On the webpage, he is matched with a series of people, based on their specified needs. Either he can offer them something or they can offer him something.



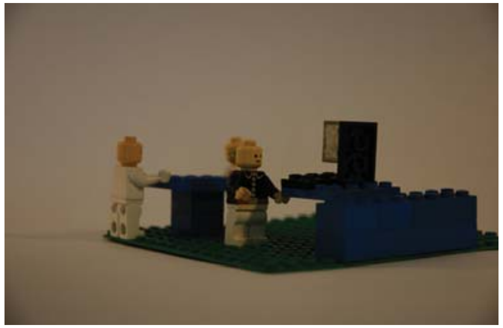
3. At the event he gets the chance to talk to the people he was paired with at the webside. This can be via seating plan or maybe a smartphone app.

4. In the future he is notified if people who matches his interests/needs are showing up at an event.

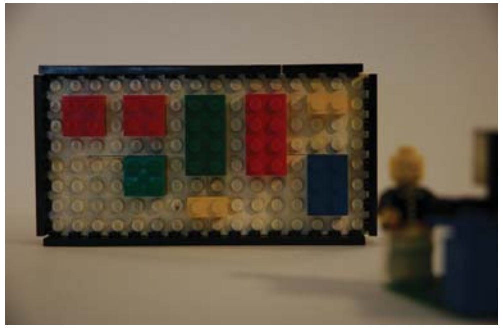
Figure 20. Scenario for assisting the Entrepreneur participating in relevant network events. Used for interviews with Janus Krarup (personal communicarion, June 18 2014) and Michael Bak (personal Communication, June 25 2014).

Perfect overview

This scenario received positive feedback from Janus Krarup as he believes that the Copenhagen startup scene is missing something that ties everything together (Janus Krarup, personal communication, June 18, 2014) Michael Bak also backs this scenario up and suggests some ways to extend it. He mentions “You Noodle” who work as a social media for entrepreneurs (Michael Bak, personal communication, June 25, 2014). In its current form however, this scenario does not provide much material for a service design. As it shows on the touch point matrix (Parker & Heapy, 2006), it only consists of very few and simple touch points.



1. When registering the company at VIRK.dk, a guide for where to get help is automatically presented for the entrepreneur.



2. The guide sohws the most obvious places to look for help, based on the needs of the entrepreneur.

Figure 22. Scenario for assisting the Entrepreneur getting an easy overview of available services that fit his needs. Used for interviews with Janus Krarup (personal communicarion, June 18 2014) and Michael Bak (personal Communication, June 25 2014).

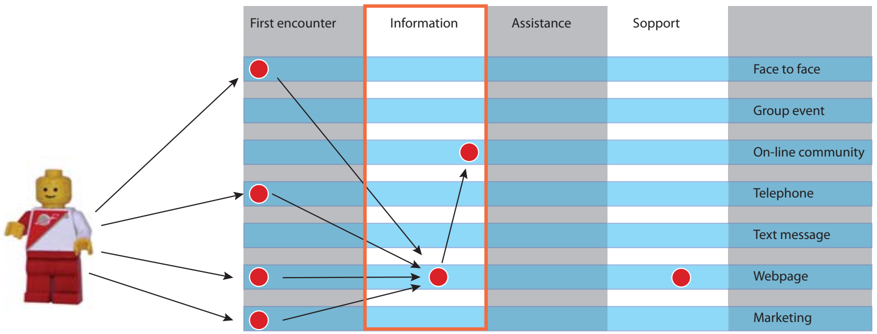
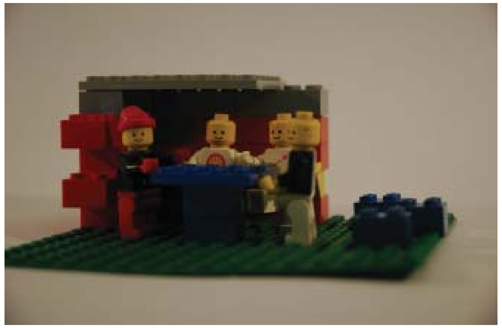
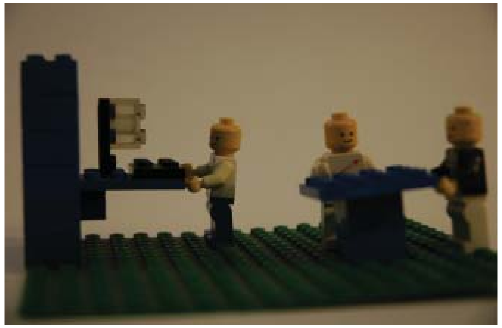


Figure 21. Touch point matrix for the scenario “Perfect overview”, which is illustrated in Figure 22. The touch point matrix is made with inspiration from Parker and Heapy, 2006).

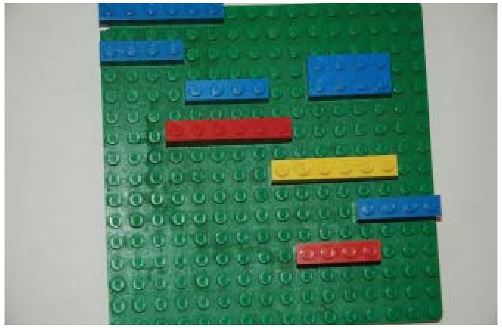
Project calender



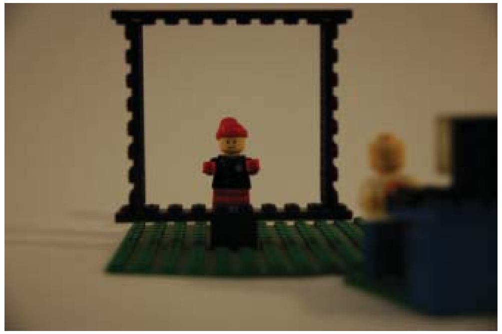
1. The company has a meeting with a consulent to plan their process. They plot the plan into an on-line calnedar.



2. Back at their office, they can can view and edit the calendar they made with the consulent.



3. The calendar shows all activities in an easy to understand way.



4. The company can always get onl-line consulting if needed.

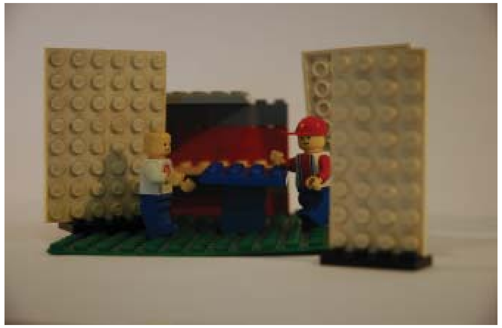
Figure 23. Scenario for a project calendar that helps the entrepreneur keep track of his process in collaboration with a consultant. Used for interview with Janus Krarup (personal communicarion, June 18 2014).

Full support

1. At one place the entrepreneur can get access to competences within the most common areas surrounding a startup. (bookkeeping, marketing, sales, etc.)

2. He can send all his invoices and other fincial papers to the bookkeeper, who will then handle it.

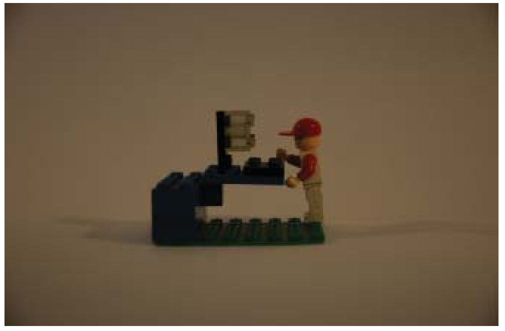
3. He can meet with the lawyer and discuss legal issues or have contracts made.



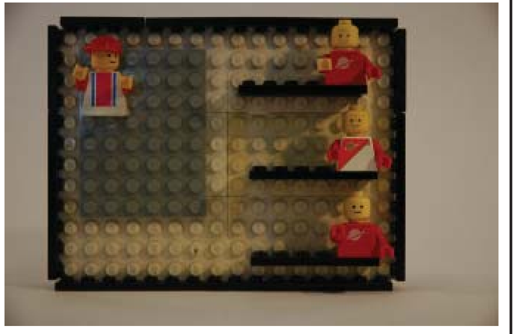
4. He can meet with sales and marketing experts and discuss strategies and plan campaigns.

Figure 24. Scenario for a service system that takes care of all the activities surrounding a startup. Used for interview with Janus Krarup (personal communicarion, June 18 2014).

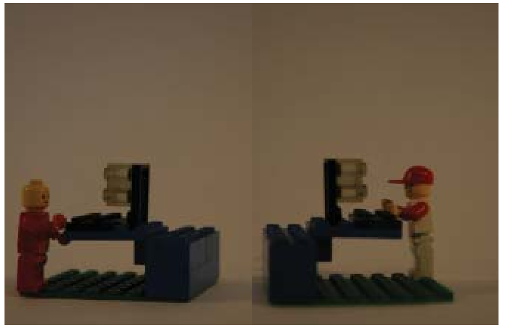
The entrepreneur network



1. The entrepreneur searches a webpage for other entrepreneurs who can help him cover the competences he is missing himself.



2. At the webpage his profile is matched with other profiles if they can help each other, either one way or both ways.

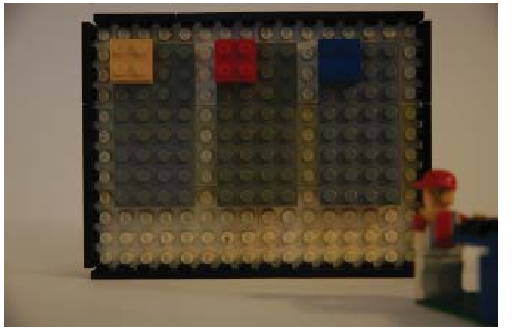


3. When the best match is chosen, they can establish a work relationship, either on-line or in real life.

Figure 25. Scenario for a web page that lets Entrepreneurs meet and help each other. Used for interview with Janus Krarup (personal communicarion, June 18 2014).

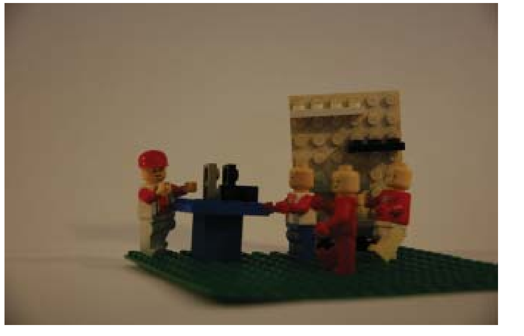
Testing an idea

1. The ntrepreneur gets a new idea.



2. He searches a database for relevant test groups.

3. After idetifying the relevant gorup, he invites some people.



4. A test facility is setup.

5. The testpersons test the idea and gives feedback.

Figure 26. Scenario for a service that helps Entrepreneurs test their ideas and find participants for tests. Used for interview with Janus Krarup (personal communicarion, June 18 2014).

Conclusion of defining a service design problem

In this chapter I set out to question the hypotheses from the previous chapter and define a service design problem within the problem area proposed in the previous chapter. Based on the interviews with Janus Krarup (personal communication, June 18, 2014), Michael Bak (personal communication, June 25, 2014) and Brian List (personal communication, June 27, 2014) I have discussed the hypotheses in the first part of this chapter. In the middle part of this chapter I have described and discussed the conceptual scenarios that formed the base of the interviews and in this part I will highlight important points from the chapter and create synthesis by suggesting a new problem definition that specifies a service design problem within the defined problem area.

The hypothesis that *it is crucial for a startup's success not to get caught in a bad process or sticking with a bad decision*, was backed up by Janus Krarup (personal communication, June 18, 2014), who talked a lot about making blind spots visible to the entrepreneurs and how he encourages them to test their ideas. This was further backed by Michael Bak (personal communication, June 25, 2014), who agreed that it is crucial that entrepreneurs test their ideas and liked the scenario I call ”First target”. This scenario was inspired by Janus Krarup's approach to avoid being stuck in a bad process, which is focused on getting the entrepreneur out in the field and test his ideas (personal communication, June 18, 2014).

The hypothesis that *entrepreneurs need help to set a scope* was confirmed by Michael Bak (personal communication, June 25, 2014), who suggested that the scenario “First target” can substitute a business plan, provided that the target is set in perspective of the overall scope of the startup. In the scenario “First target”, the entrepreneur is forced to go out and test his idea, which answers the How to make sure the right scope is set? This was further backed by Brian List (personal communication, June 27, 2014) who talked about facilitating the startups instead of only providing knowledge.

The hypothesis that *trust is essential whenever a startup chooses to collaborate with an external source* was indirectly backed up by both Janus Krarup (personal communication, June 18, 2014), Michael Bak (personal communication, June 25, 2014) and Brian List (personal communication, June 27, 2014), who all agree that networking is of great importance for the success of the startups.

The hypothesis that *most startups need more sparring from external sources than they think they do when they start up* is backed up by a study conducted by Howard E. Aldrich and Martha Argelia Martinez (2001), who found that entrepreneurs tend to be over confident and generalizing. As Michael Bak's view (personal communication, June 25, 2014) was much in line with this description of entrepreneurs, I suspect that he may be biased as he is an entrepreneur himself.

The hypothesis about *how to subdivide entrepreneurs into four categories, based on competences and business model* was partly agreed upon by both Michale Bak (personal communication, June 25, 2014) and Brian List (personal communication, June 27, 2014), although they had different views on how to group the entrepreneurs. I believe that by combining their different ways of grouping the entrepreneurs, my model is somehow confirmed. However it is important not to use this as a final model, but as a guideline, as the four groups can always be sub divided further. It is also important to note that a startup can belong to more than one of the four groups, and the placement of a startup in the model will differ depending on the perspective, i.e. A startup might be consultants, but with a desire to launch an innovative product. They could then be placed in either of the groups, depending on what they want to focus on.

Besides having my five hypotheses confirmed, I also got some new inputs from the interviews. Brian List stressed the importance of facilitating the entrepreneurs, instead of only providing them knowledge (Brian List, personal communication, June 27, 2014). In this context facilitating means to help the entrepreneurs implement and adopt the knowledge they gain from the service. Brian List also told me how it can be a challenge to engage the entrepreneurs in the networking events they host at Symbion, as time is a scarce resource for many startups (Brian List, personal communication, June 27, 2014). Michael Bak told me that most of the entrepreneurs he knows does not use the organized startup programs, as they prefer to spar with a more experienced entrepreneur who have experience with the process they are going through (Michale Bak, personal communication, June 25, 2014).

Based on the insights acquired in this chapter, I will propose a new problem definition that is more specific to my target group:

How can a service system be designed to combine mentoring, incubation and project management in a way that supports highly educated entrepreneurs with little experience getting started?

1st Design iteration

In this chapter I will create synthesis of the conclusions I have made in the previous chapter, by making my first specific design proposal in an iterative process. With the inexperienced entrepreneur in focus, I will subtract a list of goals from the knowledge I have acquired so far and suggest a service system that helps the entrepreneur reach these goals. I will consider which other actors are involved in delivering the service, and how they can also benefit from being part of the service system. My focus in this first iteration will to make a proof of concept, before detailing the service further in the next iteration.

The main purpose of my proposed service system is to help an inexperienced entrepreneur or startup define, reach and evaluate a target, before deciding whether or not to proceed in a certain direction. The target should always relate to marked validation and could be to find potential buyers for a product, to receive a certain level of interest from an investor or anything that indicates that there is an interest for the entrepreneur's product in the market, depending on the purpose of the specific target that is set.
The target should always be set in relation to an overall goal, as it can help clarify the scope of the business. The target should be thought of as the answer to a question, like making a hypothesis. If the entrepreneur wants to know if there is a market for a new concept targeted at consumers, the target could be to get a certain number of investments via croud funding, which indicates a certain interest. Another target could be to get a certain number of visits or positive comments on a web page about the product.

In order to both build trust and network, the consultant in my design is a more experienced entrepreneur, who is guided by the system to play the role of consultant. This naturally raises a series of questions such as does the consultant get paid? And does he receive education prior to taking on the role of consultant?
To the right (on this page) I have listed the goals that this service system must live up to. On the opposite page I have made a system map of the whole services system and on the following pages I have described the individual steps in a series of use cases. The use cases only describe the ideal scenario at this stage, as the purpose of this first iteration is to get feedback on the concept. This first proposal will form the base of what I would like to call a design game with Allan Bjerre from Ideaal on the 6th of August 2014, where we will go through the use cases together and he will be asked to add/remove/modify steps and comment on each use case.

Goals of entrepreneur	
	Not to get caught in bad process/stick to bad idea
	Set the right scope early on
	Become facilitated by startup programs
	Being able to trust external partners
	Get marked validation
	Build network

Goals of the Copenhagen startup environment	
	Build network
	Higher quality startups

Figure 27. Synthesis of acquired knowledge in the form of a list of goals for the Entrepreneur as well as for the Copenhagen startup environment.

Theoretical reflections: representation techniques

According to Morelli and Tollestrup (2006) the choice of representation technique must depend on who the designer is communicating with. This 1st design iteration concerns the complete service system of Mentor+, but with a particular focus on the perspective of the user, the Entrepreneur. This is reflected in the choice of representation techniques as the individual service experiences are detailed in a series of use cases from the user's perspective (Cockburn, 2000). The complete system is represented with a system map (Manzini et at., 2004) and a simplified service blueprint (Løvile et al., 2013). These are respectively synchronic and diachronic representations of the system, a concept that is discussed in further detail in Figure 49. at page 88.

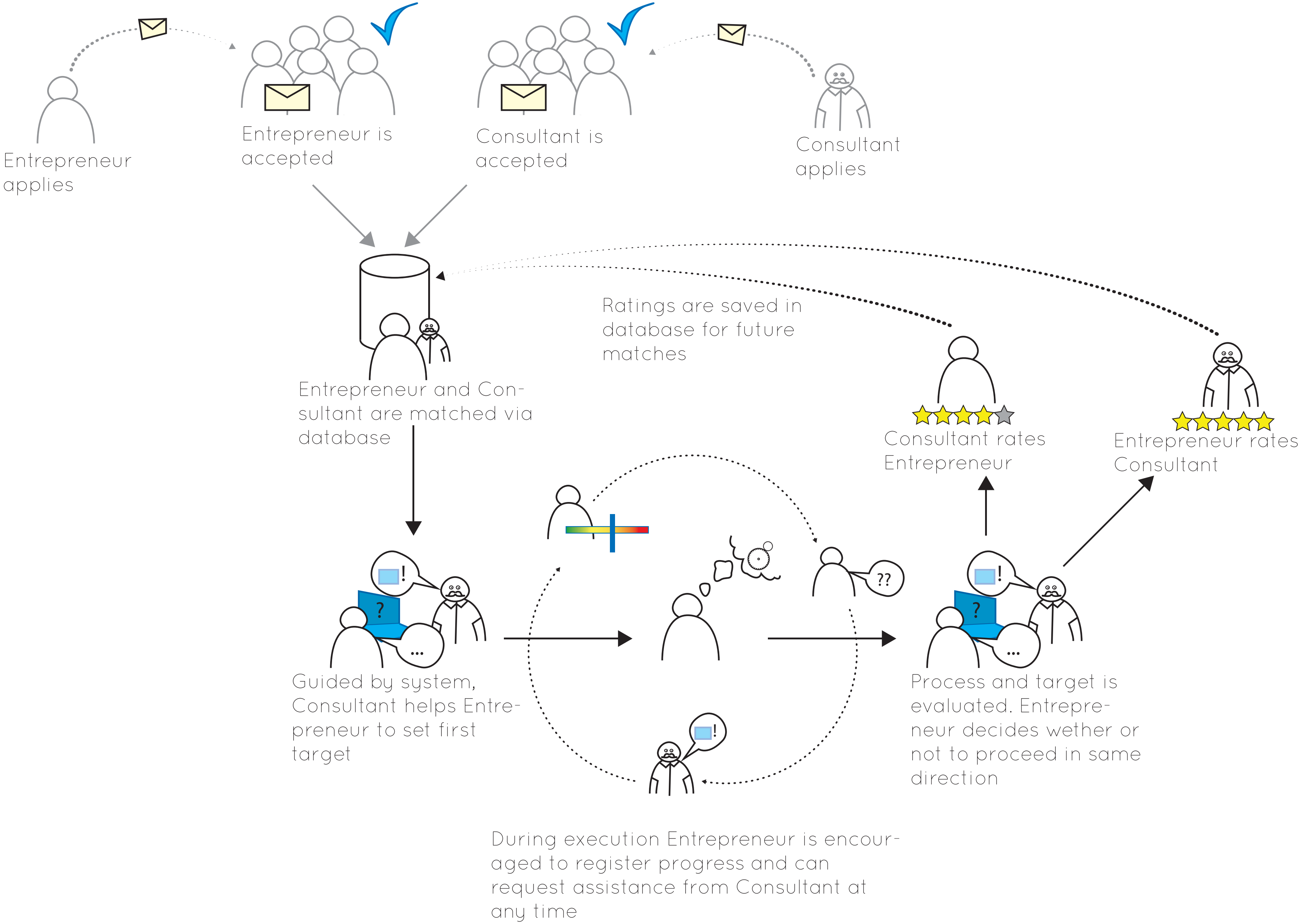


Figure 28. System map inspired by Manzini et al. (2004). It shows a synchronic representation of the core concept for Mentor+. 1st design iteration.

Service blueprint for 1st design iteration

Time		Find out about service	Apply	Match	Set target
User actions	Ent. Actions	Get interested in using service	Fill in form and submit application	Choose consultant	Define target together
	Con. Actions	Get interested in using service	Fill in form and submit application	Accept entrepre-neur + register match in system	Register target in system
Line of interaction	Physical evidence	???	Webpage	Webpage Physical meeting	Physical meeting Webpage +/print
	Front office	???	Get all relevant information from user	Provide entrepre-neur with list of possible consultants	Provide consultant with script
Line of visibility	Back office	???	Evaluate applica-tion and accept or reject applicant	Calculate possible matches + register match	Keep script up to date
	Support processes	???	Application system Application jury	Database with users Matching algorithm	Contunously evaluate script

Register progress	Off track follow up	Get assistance	Evaluate	Rate
Register progress in system		Request assistance from consultant	Decide to continue or pivot Evaluate process with panel of consultants	Rate consultant
	Contact entrepreneur and offer assistance	Assist entrepreneur + make update in system	Register evaluation in system	Rate entrepreneur
Webpage/text message/e-mail	Webpage/phone/e-mail	Webpage/phone/text message/e-mail	Physical meeting Webpage +/print	Webpage+ e-mail
Remind entrepreneur to register progress	Notify consultant to check up on entrepreneur	Allow consultant to search for similar challenges + register interaction	Provide panel and location for evaluation	Provide rating template
Save and process entrepreneur's registration	If entrepreneur is off track: notify consultant	Find similar problems in internal database	Evaluate if entrepreneur should be offered to start over	Save rating in system
Project calendar	Project calendar Messaging system	Project calendar Maintain database of known challenges		Rating system

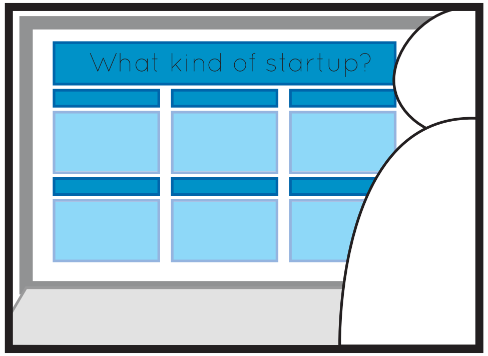
Figure 29. Simplified blueprint (Løvile et al., 2013). It shows a diachronic representation of the core concept of Mentor+, which is further detailed in the use cases on the following pages (Figures 30-36). 1st design iteration.

Use cases for 1st design iteration

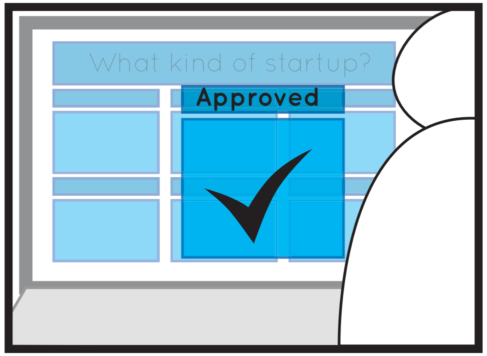
Use Case Name: *Ent: Apply*
Iteration: 0
Date: 2014-07-08
Stakeholders:
Entrepreneur
System
Enrollment jury
Goal: Entrepreneur knows whether or not he/she is enrolled in program

Brief description:
Entrepreneur applies for participation in program
Precondition:
Entrepreneur knows about the service
Entrepreneur is interested in participating in program
Post condition:
Entrepreneur is either enrolled in the program or rejected

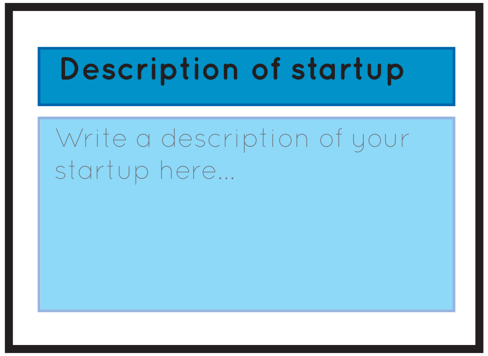
Trigger:
Entrepreneur decides to apply for enrollment in program



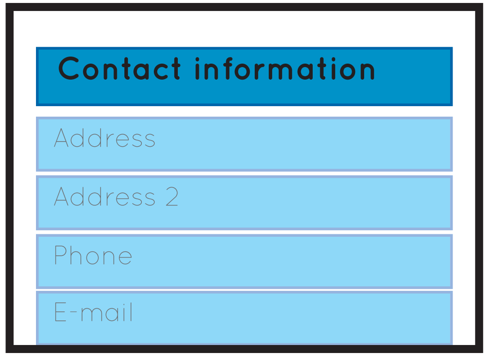
1. Entrepreneur answers a series of questions about the startup



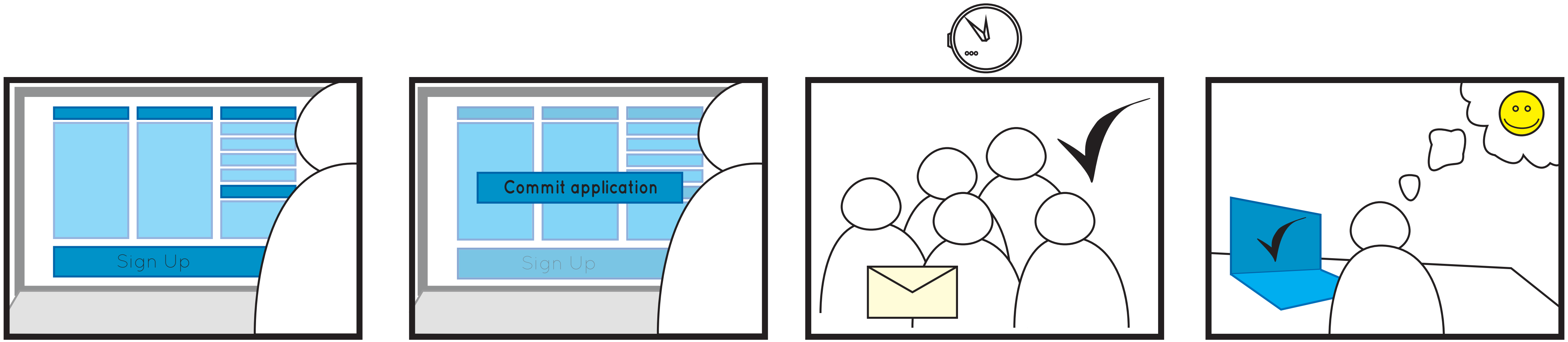
2. System gives feedback to inform if Entrepreneur is in the target group of the program



3. Entrepreneur provides a description of the startup



4. Entrepreneur provides contact information



5. Entrepreneur signs up with System

6. Entrepreneur commits the application

7. The application is evaluated by Enrollment jury (or matched via web service)

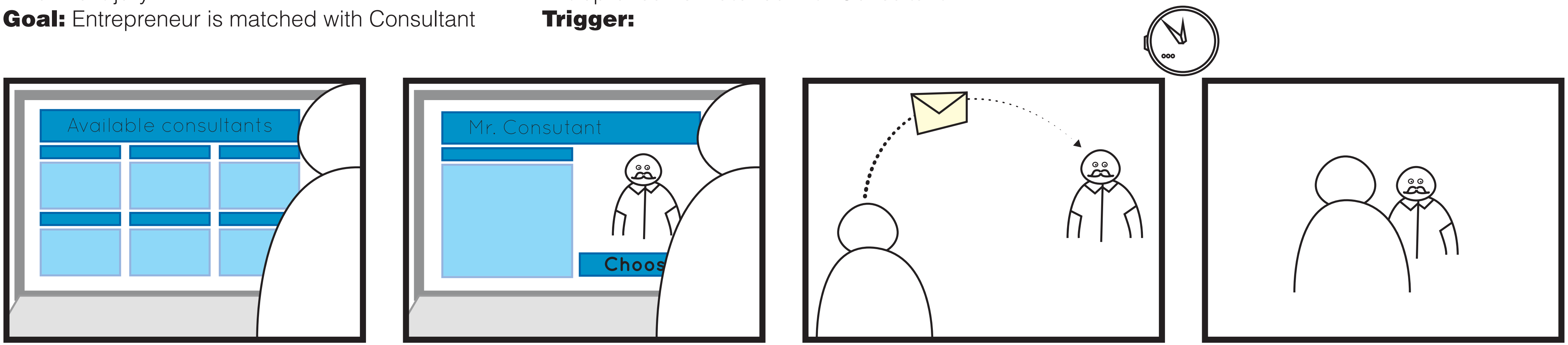
8. Entrepreneur is approved for the program

Figure 30. Use case for Entrepreneur applying to Mentor+. 1st design iteration.

Use Case Name: *Ent: Match*
Iteration: 0
Date: 2014-07-09
Stakeholders:
Entrepreneur
System
Consultant
Enrollment jury
Goal: Entrepreneur is matched with Consultant

Brief description:
Entrepreneur is matched with Consultant
Precondition:
Entrepreneur is enrolled in program
Entrepreneur is logged in
1...* Consultant is registered in System
Postcondition:
Entrepreneur is matched with Consultant
Trigger:

Enrollment jury accepts Entrepreneur's application and set him/her up for matching



1. System presents Entrepreneur with a selection of Consultants who matches his/her profile

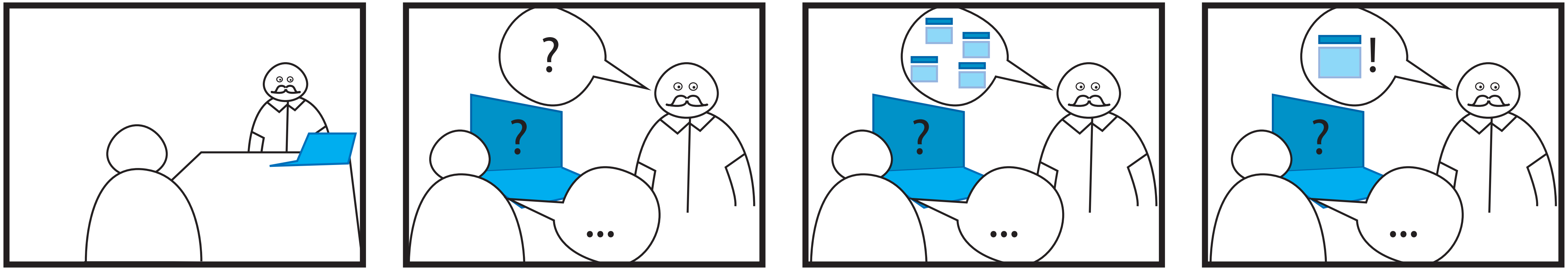
2. Entrepreneur chooses a Consultant of preference

3. System sends request for match to the chosen Consultant and waits for feedback

4. Upon positive reply from Consultant, a match is made

Figure 31. Use case for Entrepreneur being matched with Consultant. 1st design iteration.

Use Case Name: *Ent: Set Target*
Iteration: 0
Date: 2014-07-08
Stakeholders:
Entrepreneur
Consultant
Goal: Entrepreneur has identified a first target and has a plan for how to reach it
Brief description:
A face to face meeting between entrepreneur and consultant to identify the startup's problem areas and make a plan for reaching first target
Precondition:
Entrepreneur is enrolled in program and matched with a Consultant
Postcondition:
Entrepreneur has defined a target and has a plan for reaching it, including milestones
Trigger:
Entrepreneur receives invitation from Consultant

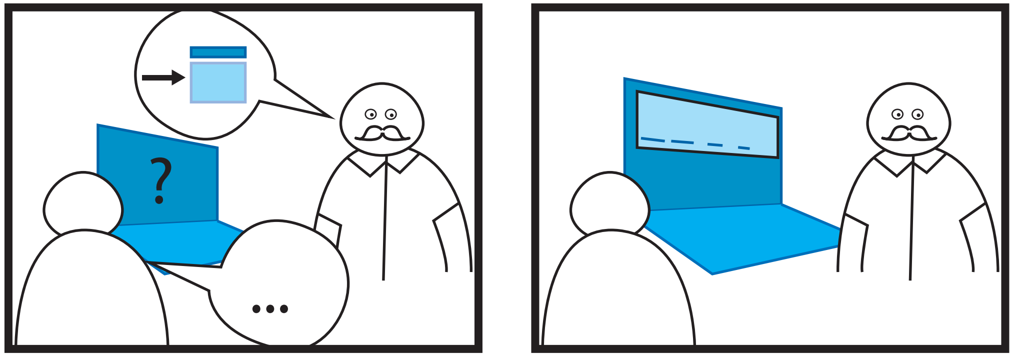


1. Entrepreneur attends meeting at specified address

2. Consultant ask clarifying questions based on info from the application

3. Via discussion they identify the most critical problem areas

4. They agree on a target that is related to market validation



5. Together they plan how to reach the target and set milestones

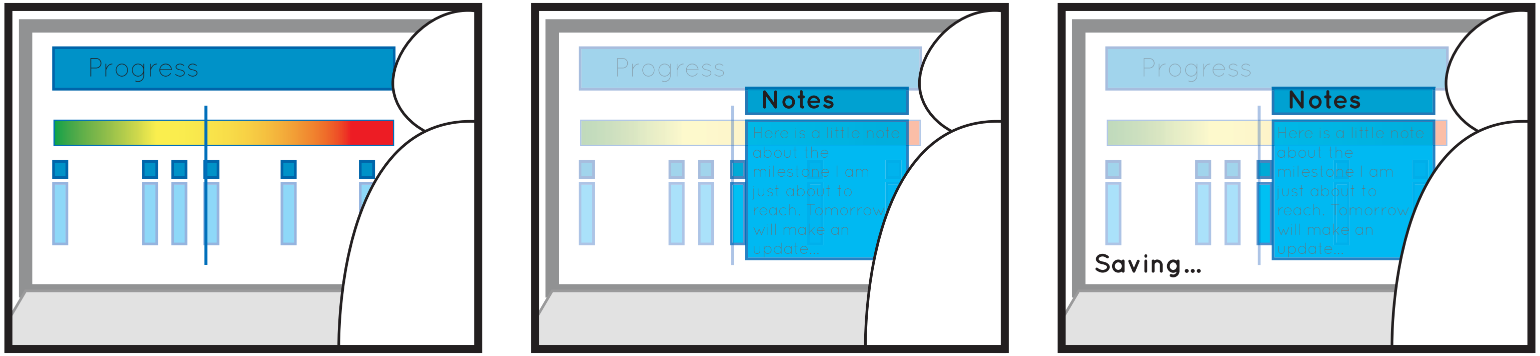
6. The plan and milestones are entered into System by Consultant in collaboration with Entrepreneur

Figure 32. Use case for Entrepreneur setting target in collaboration with Consultant. 1st design iteration.

Use Case Name: *Ent: Register progress*
Iteration: 0
Date: 2014-07-09
Stakeholders:
Entrepreneur
Consultant
System
Goal: Entrepreneur's process of reaching his/her target is registered in the system

Brief description:
Entrepreneur checks the progress of the plan made in Set target
Precondition:
Plan made in Set target is entered into System
Entrepreneur is logged in to System
Postcondition:
Entrepreneur's current progress is registered in System

Trigger:
Entrepreneur is invited to update progress by System



1. Entrepreneur views progress

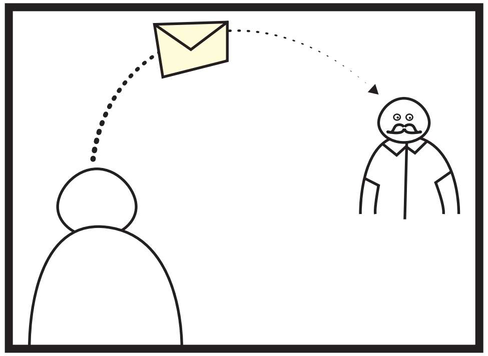
2. Entrepreneur updates progress to current status

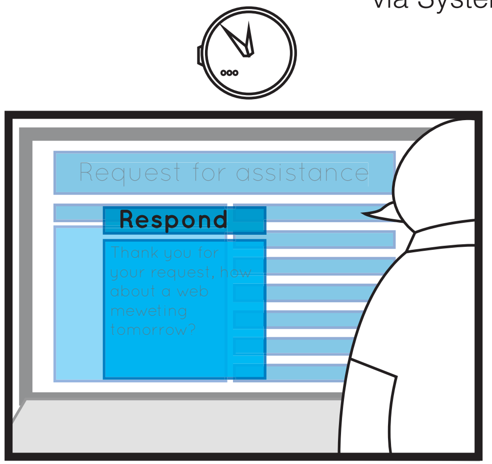
3. System automatically saves the changes

Figure 33. Use case for Entrepreneur registering progress in digital project calendar. 1st design iteration.

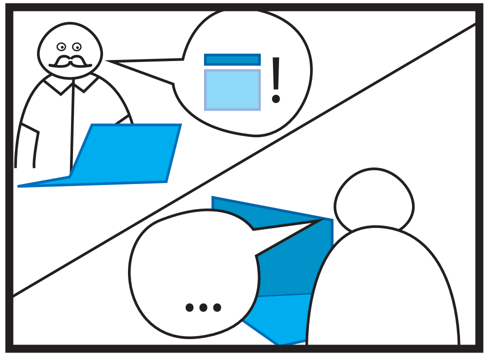
Use Case Name: *Ent: Get assistance*
Iteration: 0
Date: 2014-07-09
Stakeholders:
Entrepreneur
Consultants
System
Goal: Entrepreneur gets a satisfying answer to his/her question, which allows him/her to proceed towards the defined targed
Brief description:
Entrepreneur gets assistance from Consultant
Precondition:
Entrepreneur has successfully completed use case Set target
Entrepreneur is logged into System
Postcondition:
Entrepreneur has gotten assistance and is now able to continue executing the plan in a qualified manner
Interaction is registered in System
Trigger:
Entrepreneur requests assistance from Consultant via System

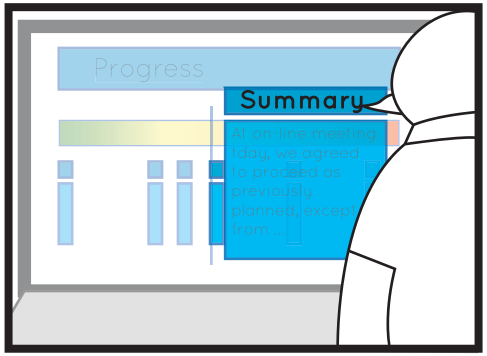
1. Entrepreneur writes a brief description of the topic for assistance


2. System sends a request for assistance to Consultant, including Entrepreneur's description



3. After reading Entrepreneur's description and viewing progress status, Consultant contacts Entrepreneur


4. Consultant does his best to help Entrepreneur via on-line platform



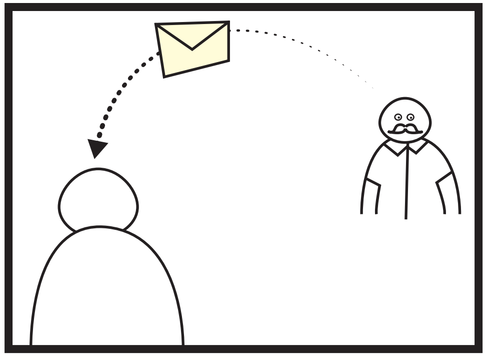
5. Consultant registers interaction in System, with a brief summary of the conversation

Figure 34. Use case for Entrepreneur getting assistance from Consultant. 1st design iteration.

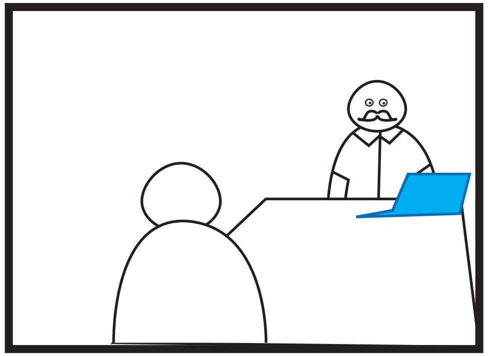
Use Case Name: *Ent: Evaluate*
Iteration: 0
Date: 2014-07-09
Stakeholders:
Entrepreneur
System
Consultant
Goal: Evaluation of the whole process is registered in System

Brief description:
Entrepreneur evaluates the process in collaboration with Consultant
Precondition:
Entrepreneur has reached target defined in Ent: Set target or decided to stop execution
Entrepreneur is logged in to System
Postcondition:
Evaluation is saved in System

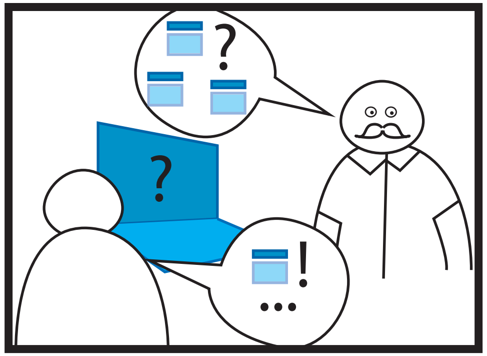
Trigger: System requests evaluation in relation to ending program



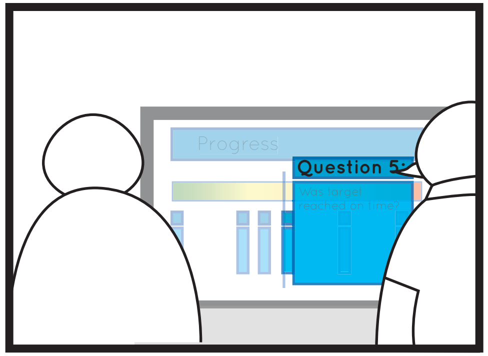
1. Consultant makes appointment with Entrepreneur to evaluate process



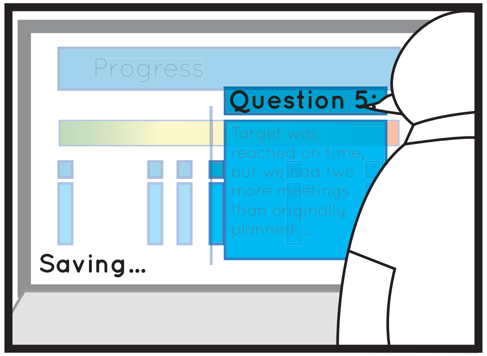
2. After confirming appointment, Entrepreneur attends meeting at address specified by Consultant



3. Together Entrepreneur and Consultant evaluate process by discussing a series of questions provided by System



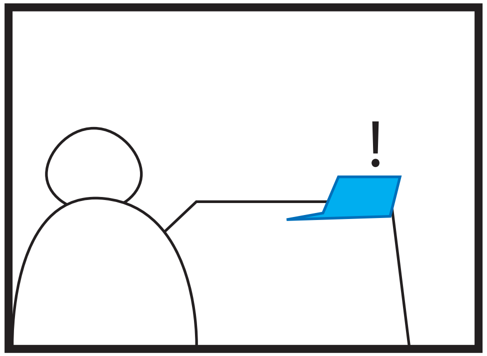
4. Consultant enters the answers they agree on for each question into System



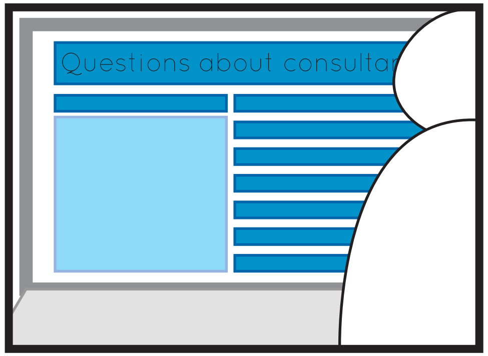
5. System automatically saves evaluation

Figure 35. Use case for Entrepreneur evaluating process in collaboration with Consultant. 1st design iteration.

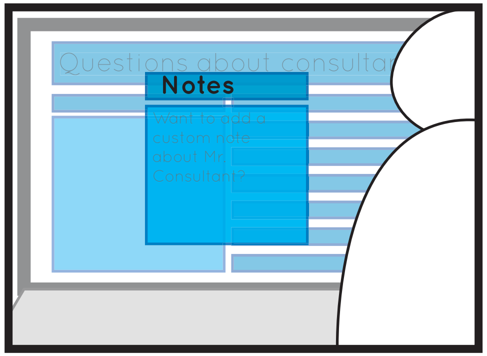
Use Case Name: *Ent: Rate Consultant*
Iteration: 0
Date: 2014-07-09
Stakeholders:
Entrepreneur
System
Goal: Entrepreneur's rating of Consultant is registered in System
Brief description:
Entrepreneur rates Consultant
Precondition:
Use case Ent: Evaluate is sucessfully completed
Entrepreneur is logged in to System
Postcondition:
Rating of Consultant is saved in System
Trigger:
System requests rating from Entrepreneur



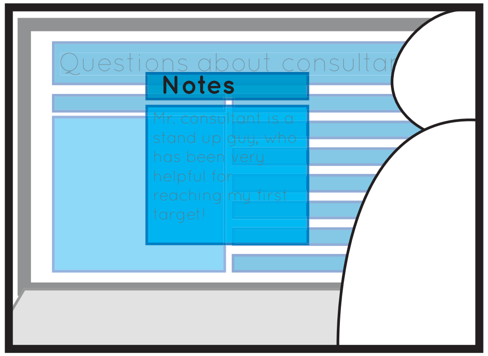
1. System request user to answer some questions about Consultant and their collaboration



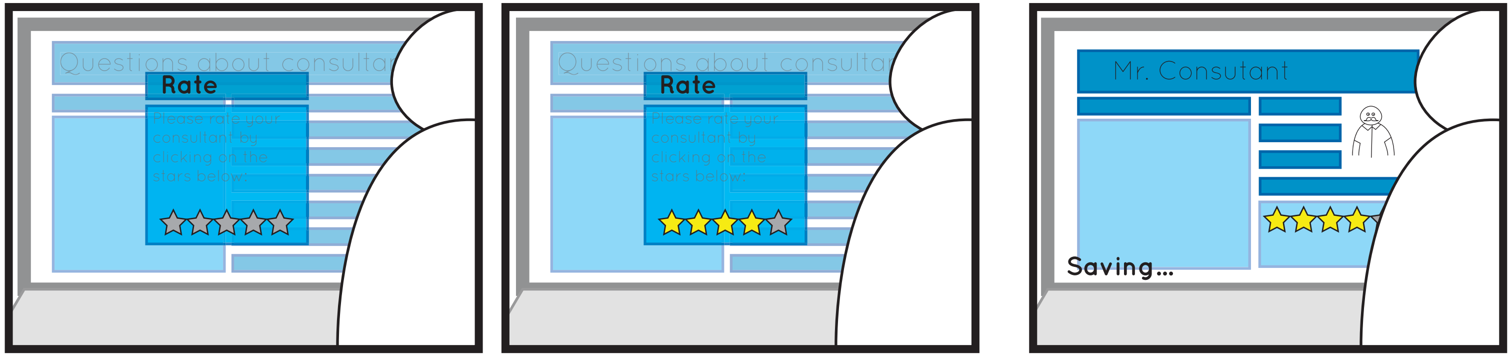
2. Entrepreneur answers questions



3. System provide the option to add a customized note to the rating



4. Entrepreneur adds note



5. System request Entrepreneur to rate Consultant on a scale

6. Entrepreneur rates Consultant

7. Rating is automatically saved by system

Figure 36. Use case for Entrepreneur rating Consultant after participation in Mentor+.

Evaluation of 1st design iteration

In this chapter I will discuss the outcome of an interview with Allan Bjerre (personal communication, August 6, 2014), where we went through my 1st design iteration together. I will analyze Allan's feedback and reflect upon central points. I will use these reflections to create a new synthesis as I plan the design of my 2nd design proposal. Based on the feedback, I will also decide on central parts of the service system to be further detailed.

Before going to the interview, I printed out all the use case scenarios from my 1st design proposal, glued them to cardboard and cut them out as cards with one action on them each. This was to encourage a dynamic dialogue about the scenarios, where they could be easily rearranged. I also made some empty cards to allow for modification or extension of the existing scenarios.

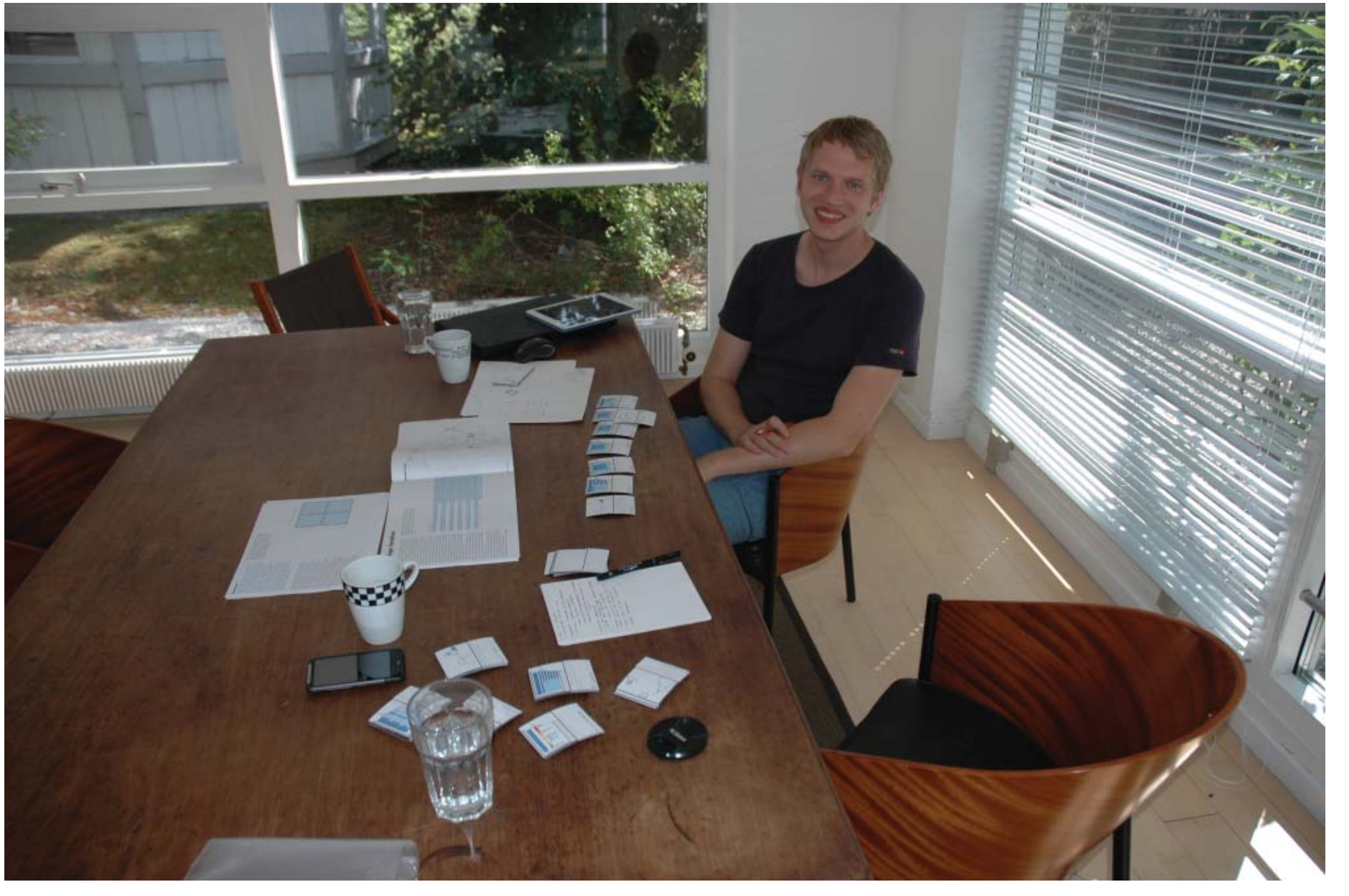


Figure 37. Testing 1st design iteration with Allan Bjerre (personal communication, august 6 2014). Allan sits at the table with one of my use cases in front of him. Each step in the use case can be modified or replaced with an improvised new step, by replacing the cards.

Proof of concept

At the interview I presented the my 1st design concept by going through the system map, we had a brief discussion about the overall concept, and then we went straight to the use case scenarios. Allan started out by asking about my business plan and marketing strategy. How will the service be financed and how will the entrepreneurs get in touch with the service (Allan Bjerre, personal communication, August 6, 2014)? These are two very central questions, which I know is important, but have not considered in my first proposal. In my previous interviews I have asked for examples on how these kinds of programs are usually financed, but I have not created synthesis of this information at this point. This was a deliberate decision, as I wanted to confirm the concept before putting too much effort into it, much in line with the concept of setting a first target. My first target was to get a proof of concept, after getting confirmation I will detail the service further. Regarding marketing I have gotten mixed signals: Janus Krarup said that it is not a challenge for them to get in touch with the entrepreneurs, as they have 3000 unique contacts every year, with the entrepreneurs finding them on Google or via word of mouth (Janus Krarup, personal communication, June 18, 2014). Of course it is important to notice that Copenhagen Business Service is a well known institution and their target group is extremely broad, so my service would obviously need more marketing efforts. This is confirmed by Michael Nørkjær who is in my target group and did not participate in any startup programs for the first 6 months (Michael Nørkjær, Personal communication, May 16, 2014). This is further backed up by by Michael Bak who says that the entrepreneurs he knows are not very interested in the public startup programs (Michael Bak, personal communication, June 25, 2014). So Marketing is obviously something I also have to consider for the design of this service system.

Aside from the missing business model and marketing strategy, Allan confirms the overall concept. It turns out that he has taken part in delivering a similar kind of program, where he acted as consultant, helping companies with innovation. He compares my concept to the one he made, as well as Connect Denmark and a database with consultants owned by Væksthusene, where they pay for the counseling. His reasoning is that since he knows several services with certain similarities, my proposal seems realistic (Allan Bjerre, personal communication, August 6, 2014). As Allan has now confirmed my concept, I decide to develop it further and incorporate a business plan and a marketing strategy. I will also detail the design further based on my analysis of Allans comments on the specific use cases in the following text.

Theoretical reflections: testing with scenarios

The use cases from the previous chapter are used to perform what Stickdorn and Schneider (2010) calls a desktop walk-through, where the user is walked through the service journey with the help from a desktop model. However the example provided by Stickdorn and Schneider (2010) uses a three dimensional model, where use cases were found to be more relevant in this case as Mentor+ was not connected to a specific location at this point in the process. In this way this test has more in common with Bødker's (2000) scenarios, which focuses on usability testing in design. She states that closed scenarios tend to give detailed, specific answers. This is found to be true in this case, when comparing the use cases to the scenarios that were used earlier in this project for the expert interviews.

Use cases

Ent:Apply We discuss whether a jury is needed at step 7 and I ask what he thinks about replacing the jury with an algorithm, that accepts the applicant if a decent match can be made.
Allan does not believe that an algorithm can be developed to make a qualified decision in this case. He doubts if it can make a qualified match, but suggests that maybe one person can do the job instead of a whole jury (Allan Bjerre, personal communication, August 6, 2014). I think that a jury can ensure a higher quality than one person, but it is also more expensive. So Allans comment especially makes sense when considering the business model. I also get in doubt if step 1+2, when the entrepreneur answers some questions to get feedback if he fits the target group, are necessary. I think it would make sense if step 1+2 are used to check if there are any consultants available who matches the needs of the entrepreneur.

Figure 38. The use case "Ent: Apply": Steps 1-2 and 7 are discussed.

Ent: Match Allan agrees on the process, with the entrepreneur choosing between selected consultants as he is the one in focus. He suggests to add an extra step at the end with a personal meeting, to see if the chemistry is right before starting the actual program. This is something they had success with in the program he executed (Allan Bjerre, personal communication, August 6, 2014). I think this is a good idea, as I believe trust is essential. However a personal meeting is more expensive, so this also have to be considered in relation to a business model.

Figure 39. The use case "Ent: Match": An additional step has been added to the end, where the Entrepreneur and the Consultant meet each other before confirming the match.

Ent: Set target Allan agrees that the location can be set by the consultant, as he most likely have an office. This keeps cost and administration low. We discuss step 4, where the entrepreneur and the consultant sets a target that must be related to market validation. Allan questions if this is right and we discuss the target in relation to grouping the entrepreneurs (Allan Bjerre, personal communication, August 6, 2014). Michael Bak was the one to suggest that the target had to relate to marked validation, but he also stressed the importance of subdividing the entrepreneurs (Michael Bak, personal communication, June 25, 2014). My conclusion is that the target should relate to the subdivision of the entrepreneurs.

For product oriented entrepreneurs it might be important to focuson marked validation, but for business oriented entrepreneurs it might be more important to focus on product oriented or technical challenges. Michael Nørkjær from Idify is an example of a business oriented entrepreneur who could have benefited from setting a a technical target (Michael Nørkjær, Personal communication, May 16, 2014), e.g. finding a sustainable way to handle IT development, with sub targets of testing different solutions.
We also discuss step 5, where I ask for Allans input for setting milestones. He draws a diagram that shows that shows a hierarchical structure (Figure 40.) and suggest to break the overall goal down into milestones (Allan Bjerre, personal communication, August 6, 2014). This structure can be broken further down into executable tasks which I will get back to when discussing the use case about registering progress. Allan also raises the question if one consultant is enough. We discuss this and agree that it might be more important later in the process (Allan Bjerre, personal communication, August 6, 2014).

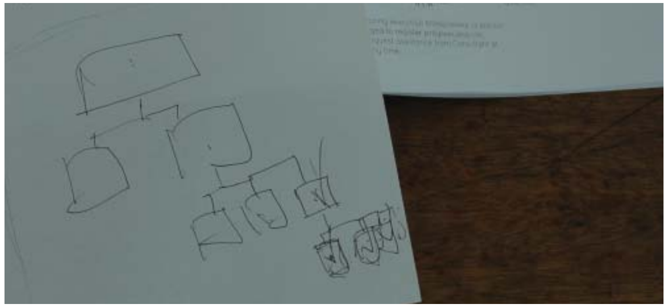


Figure 40. The use case "Ent: Set target": Allan proposes a structure for dividing the goal into milestones and further into executable tasks.

Ent: Register progress Allan confirms that it can be hard to make the entrepreneur follow up on tasks and agrees that it is a good idea that the system notifies him to register his progress. However he questions if the entrepreneur necessarily has to write, as he stresses the importance of making it as easy as possible. He suggests to use check boxes instead, which they have had great success with at Sekoia (Allan Bjerre, personal communication, August 6, 2014). I agree that check boxes might be easier for the entrepreneur and maybe also easier for the system to handle when tracking the process. Allan Suggests that the check boxes can be part of the hierarchical structure he sketched for setting milestones earlier (Allan Bjerre, personal communication, August 6, 2014). As we talk about this I realize that I have not thought of a way to notify the consultant if he needs to step in, although this was one of the primary reasons for making the entrepreneur register his progress in the first place. After discussing the issue with Allan (personal communication, August 6, 2014) I decide that the consultant should be notified if the boxes are not checked on time.

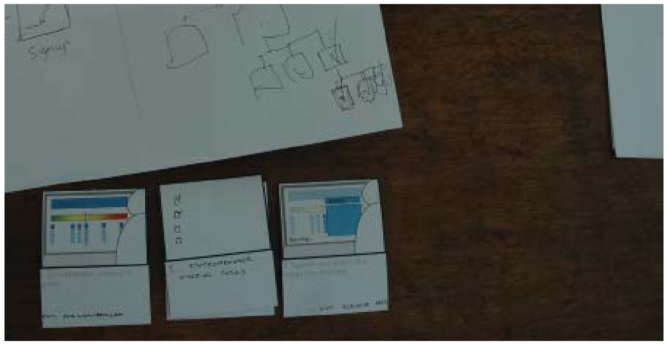


Figure 41. The use cases "Ent: Register progress": Allan suggests to use check boxes instead of text for registering the progress. This works well with his proposed structure for subdividing the goal.

Ent: Get assistance Allan suggests that I replace steps 1-3, where the entrepreneur contacts the consultant via the system, with a more flexible approach that allows the entrepreneur to just call the consultant (Allan Bjerre, personal communication, August 6, 2014). I think this is a good idea, so instead of the scenario I presented, the entrepreneur should be free to contact the consultant in whatever way he prefers. The option to do it via the system should also still be there, but if the entrepreneur chooses any other way, the consultant should register the interaction in the system.

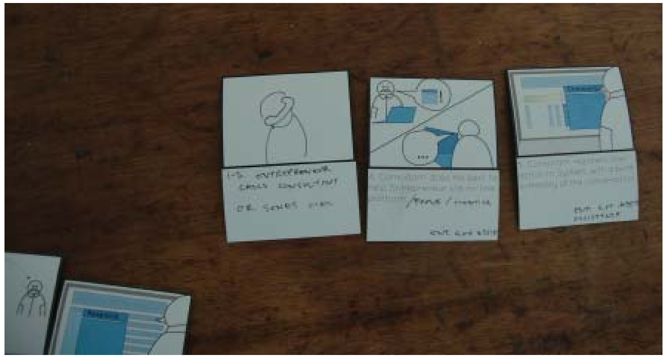


Figure 42. The use cases "Ent: Get assistance": Allan suggests to allow the Entrepreneur to contact the Consultant the way he wants instead of forcing him to use the system.

Ent: Evluate Before the interview I added an extra step to this scenario, between step 3 and 4. At this step, the entrepreneur has to decide whether to continue following the same path or to pivot. After presenting this scenario to Allan it is clear to me that the new step needs more attention (Allan Bjerre, personal communication, August 6, 2014). What happens if the entrepreneur decides to pivot? Maybe he will be offered to start over in the program? I also think that Allan's idea with having access to more than one consultant could make sense in this scenario. The entrepreneur could present for a panel of consultants and get feedback before making the decision.

Ent: Rate Allan confirms that the rating should happen individually and generely seems to like this concept (Allan Bjerre, personal communication, August 6, 2014), which is very similar to what often happens when shopping online and asked to rate the good or rate the company on Trust Pilot. His only comment is that he suggests to rate on more than one criteria (Allan Bjerre, personal communication, August 6, 2014), which I think I s a good idea.

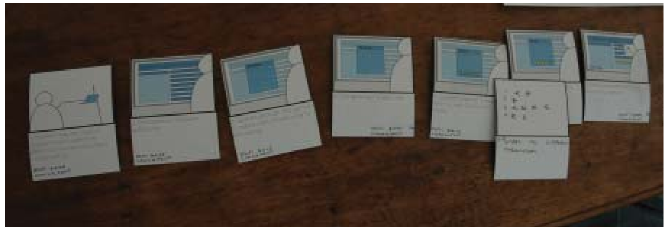


Figure 43. The use cases "Ent: Rate": Allan likes the rating, but suggests to rate on more than one parameter.

After going through the use cases I ask if Allan would consider to participate in a program like this as consultant and what would be important for him in this role. His response is that it could be interesting as long as it lives up to two criteria: He has to get paid and the customers must have some interesting problems. Allan would like to work with companies who need help with design or product issues (Allan Bjerre, personal communication, August 6, 2014).

Conclusion of evaluation of 1st design iteration

In this chapter I set out to evaluate my 1st design iteration based on the feedback I got from an interview with Allan Bjerre (personal communication, August 6, 2014). I received positive feedback on my overall concept, but also was asked about my missing business plan and marketing strategy. In the following text I will conclude on the feedback I received and how to create new synthesis from the knowledge I ave now obtained.

Now that I have tested my first design concept and received positive feedback on the overall concept (Allan Bjerre, personal communication, August 6, 2014) I will continue to improve the design. The issues with the 1st design iteration can be divided into four groups:

1. Business model
2. Marketing strategy
3. Improvements on use cases
4. Detailing part of the service system

In the following chapter I will propose my 2nd design iteration, where I will approach each of these four groups, based on the feedback I have received in the interview with Allan Bjerre (personal communication, August 6, 2014) and the knowledge I have previously obtained on the subject.

Business model and Marketing strategy I will discuss different scenarios for financing the service and getting in touch with the entrepreneurs on a superficial level, as I will concentrate my resources on detailing a part of the service system.

Improvements on use cases I received feedback on several steps in the use cases I presented at my interview with Allan Bjerre (personal communication, August 6, 2014). I will adjust the use cases in accordance with the discussion in this chapter for my 2nd design iteration.

Detailing part of the service system At the Interview with Allan Bjerre, he suggested that I detail the execution loop of the service system, as this is what he thinks is the most unique challenge in my design (Allan Bjerre, personal communication, August 6, 2014). As I agree with Allan on this, I will develop the design as a service oriented architecture (reference), where the system can be broken down in smaller parts that can function independently of each other. I will then focus on detailing the module with the execution loop.

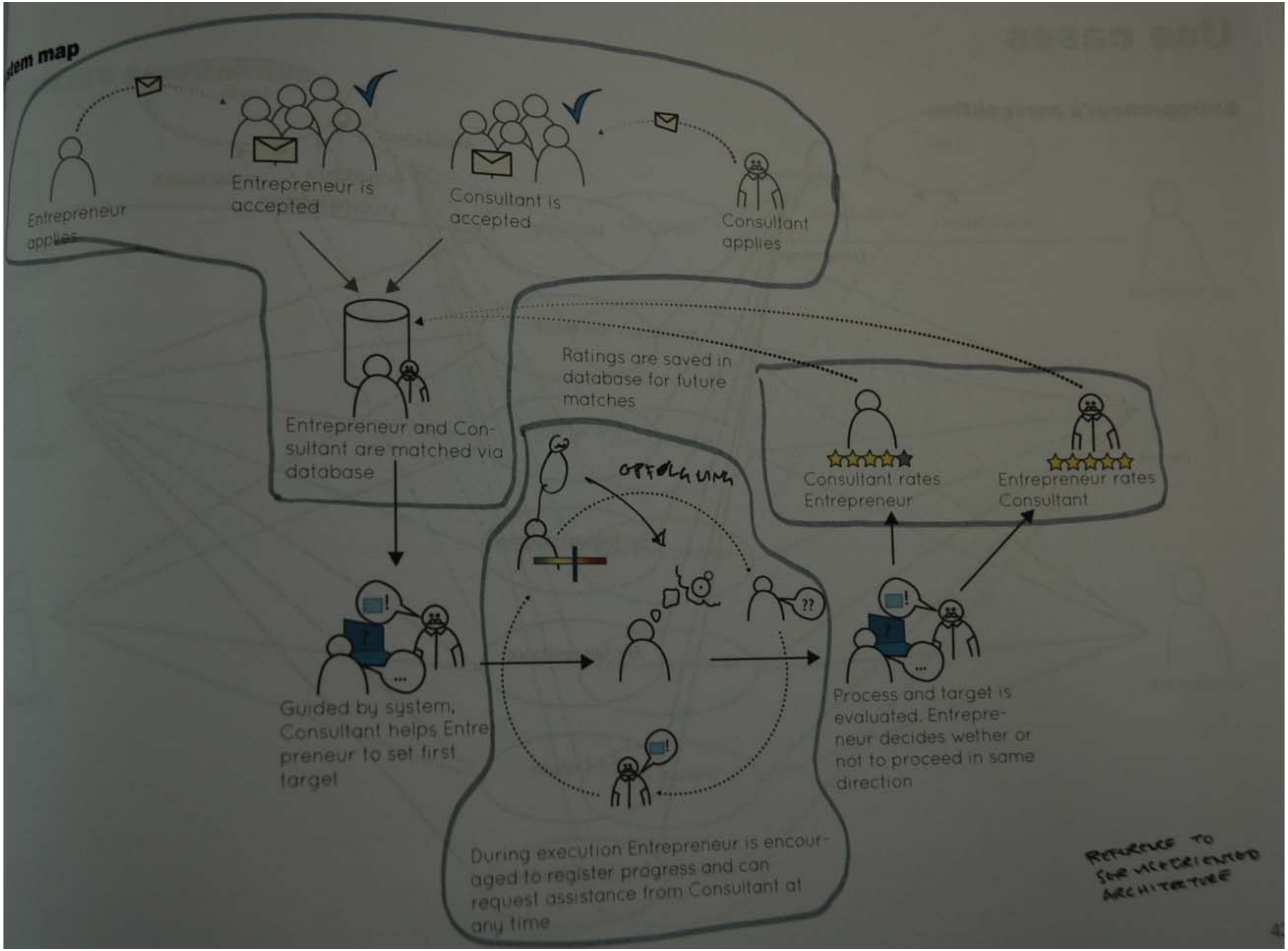


Figure 44. System map inspiret by Manzini et al. (2004). The system proposed in 1st design iteration is divided into modules that can work on their own and be replaced or updated without affecting the other parts in the system. This provides the possibility to detail part of the service system independently of the rest of the system.

Discussion of business model, marketing and ownership

In the following I will discuss different scenarios for business model, marketing strategy and ownership of the service, based on the previous interviews with Brian List (personal communication, June 27, 2014), Michael Bak (personal communication, June 25, 2014) and Allan Bjerre (personal communication, August 6, 2014). I will use the insights from this discussion, as well as the work I have done until this point, to fill out a Business Model Canvas (Osterwalder and Pigneur, 2010).

During my interviews I have been asking for examples of how a startup program, like the one I am designing, can be financed. At Symbion, who are owned by a private fund, they finance their 'extra' services (i.e. networking events and future program for young talents) via the rent they get from renting out office spaces. They also own Accelerace, but it has a separate budget (Brian List, personal communication, June 27, 2014). Brian List says that consulting and teaching can often be financed with public funds (Brian List, personal communication, June 27, 2014). I confirmed this at Erhvervsstyrelsen's webpage, that says that Erhvervsstyrelsen provides funds for projects that supports entrepreneurship and innovation in Denmark. These funds have previously been given to projects related to pitching, crowd sourcing, crowd funding and community building (Erhvervsstyrelsen, n.d.), which makes me believe that my kind of project could also be eligible to these funds.

Ownership

Michael Bak suggests that my service is offered by an existing service provider (Michael Bak, personal communication, June 25, 2014), which I can definitely see some advantages in. A service provider such as Copenhagen Business Center already has a big customer base (Janus Krarup, personal communication, June 18, 2014), which will answer the question Allan Bjerre asked about how to get the entrepreneurs to sign up (Allan Bjerre, personal communication, August 6, 2014). It was also clear from my interview with Brian List that Symbion benefits from having a strong network, that allows them to attract experts to give free lectures (Brian List, personal communication, June 27, 2014). A strong network like this could be used to attract experienced entrepreneurs to take up the role of consultant in my service system. Although I got the feedback from Allan Bjerre that he would only be interested in taking the role of consultant if he got paid (Allan Bjerre, personal communication, August 6, 2014), it would still be a great advantage to have the network to get in touch with the experienced entrepreneurs in the first place, which was also an issue raised by Allan Bjerre, who asked about the marketing strategy for my service system (personal communication, August 6, 2014). Offering the service via an existing provider with a good reputation will also help overcome the first barrier about trusting the service provider.

Financing the service

At Accelerace they take a fee of 125.000 DKK, with the option to loan 281.250 DKK, with 125.000 DKK payed out, and the remaining 125.000+tax covers the participation fee (Accelerace Management A/S, 2013). This could also be an interesting model for my service, as it enables the entrepreneurs to pay for the service, even if they have no money at the early stage they are at. Of course it would have to be considered what would happen if the company fails and is not able to pay back the money. Another issue with this model is that the service owner needs to have access to a lot of money in order to give the loans. Maybe a solution like this could be offered in collaboration with a fund.

Another scenario could be to collaborate with a university, which would make the service eligible to receive funding from Fonden for Entreprenеørskab – Young Enterprise, who economically supports initiatives that encourage entrepreneurship in educations. However this would only finance the project for a certain time, as one has to apply for funds to a specific project (Fonden for Entreprenørskab – Young Enterprise, n.d.).

Some startup programs also take ownership parts in the company, but Brian List advises against this, as it can be a big disadvantage for the startups. If they have to give up ownership of part of their company early on, before they have a high value, the risk being in a hard situation when applying for investments later on (Brian List, personal communication, June 27, 2014). Based on this information, this is not a scenario I see fit for my service, as the purpose is to support the startups.

Finally I also see the option to offer the service system as a platform for consultants, so that the entrepreneurs pay the consultants, who then give a provision to service owner for using this system. The consultants could also buy a license to use the system, which would include being in the database.

2nd Design iteration

In this chapter I will incorporate the comments from Allan Bjerre (personal communication, August 6, 2014) as I synthesize everything I have learned during the project in the 2nd design iteration which will also be the final design proposal for this project. The specific design proposal will be presented in its own report, whereas the theoretical discussion about the design will take place in this chapter. I will discuss the ownership and context of the service, the motivation for the different actors to take part in the service, as well as both the high and low level structure of the service.

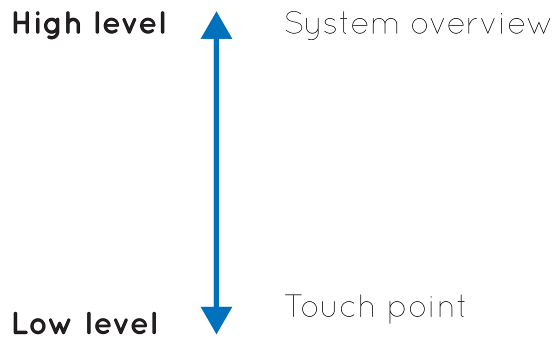
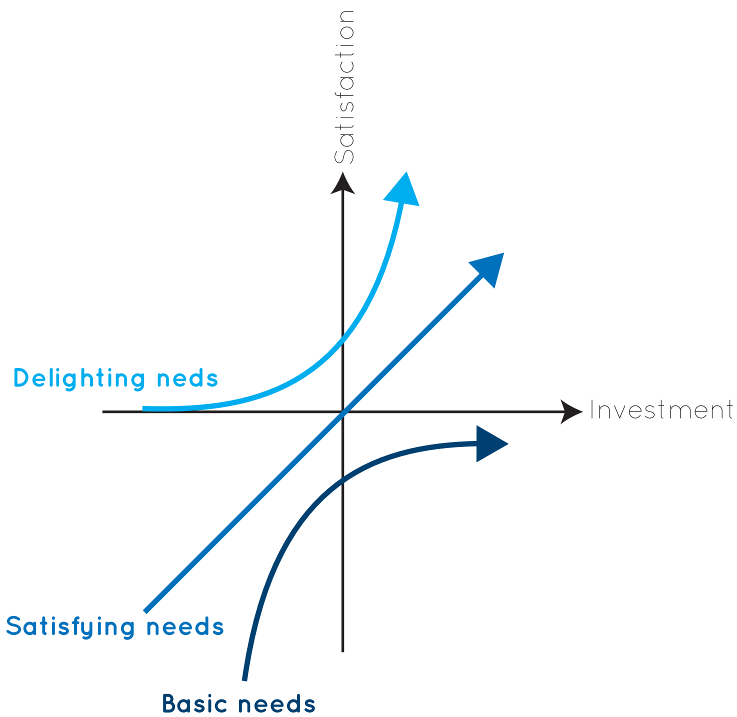


Figure 46. Diagram illustrating the meaning of the expressions “high level” and “low level” as they are used in this chapter.



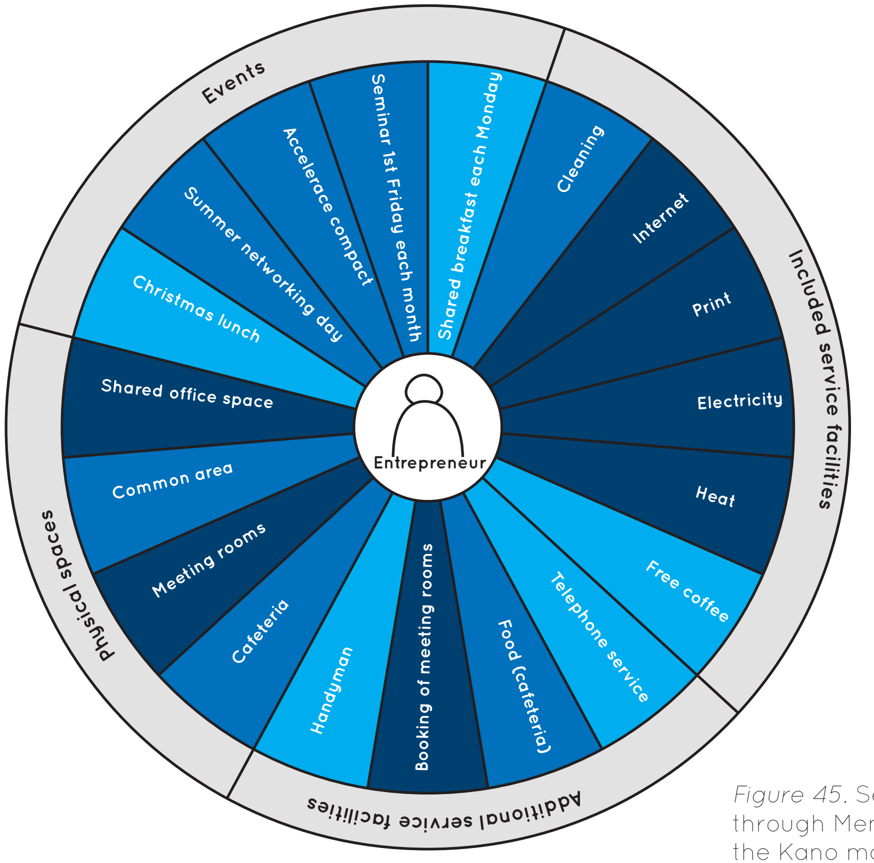


Figure 45. Services available through Mentor+ analyzed using the Kano model (Spool, 2011).

Symbion as service owner

Based on the discussion at the end of the previous chapter I have decided to design the service as part of Symbion's existing palette of services for entrepreneurs. It is an advantage that Symbion already has a broad network and a good reputation in the Copenhagen startup environment. This will help attract Entrepreneurs and Consultants for the service as well as establishing a certain degree of trust between them as they already know Symbion as a high quality service provider. As it turned out when I interviewed Brian List from Symbion, they already have a program planned for the target group of this project, which will be launched in September 2014 (Brian List, personal communication, June 27, 2014). This indicates that Symbion is a realistic proposal for a service owner for this project. In this project I will pretend that Mentor+ replaces the program already planned by Symbion, so that it is designed to fit the services and facilities Symbion offers today. An overview of Symbion's services as they are today (Figure 47.) and as they would look with the addition of Mentor+ (Figure 48.) can be found on the next page.

Symbion's primary product today is office spaces which are rented to startups with different needs. They offer three different kinds of office solutions:

- Own office
- Shared office
- Virutal office

All three solutions are described in Figure 47. on the next page. All three solutions gives access to a series of facilities at Symbion who brand themselves as having great focus on building network. (Hvem er Symbion?, n.d.).

Theoretical reflections: categorizing customer needs

The integration of Mentor+ with Symbion's existing services calls for a way to organize the importance of all the available services seen from the users perspective. This is done using the Kano model, as explained by Spool (2011). This reveals that some services and facilities are essential for Mentor+, while others can be substituded without directly affecting the service delivered through Mentor+.

Designing Mentor+ with Symbion as the owner means that some of Symbion's existing offers can also be offered as part of Mentor+. The Consultantss will primarily be hired among the existing tenants and the Entrepreneurs will be assigned a shared office space when enrolled in Mentor+. Providing office spaces at Symbion allows for a more spontaneous collaboration between Consultant, Entrepreneur and Coordinator, as they can easily go and see each other during the day. This physical proximity also allows for some routines about manually updating the project calendar, as the Coordinator can see all Entrepreneurs in a short time. This routine is described in a service design use case (Morelli, 2009a) in Figure 7. in the design report. The setup process, where the Entrepreneur is assigned an office space is described in Figure 5. in the design report. When enrolled in Mentor+, the Entrepreneur also automatically gains access to all the services and facilities offered to the regular tenants at Symbion. This both helps the Entrepreneurs focus on their businesses, but also establishes an an equality with the regular tenants. In Figure 45. on the oposite page, these services has bee categorized in the perspective of the Kano model (Spool, 2011), which illustrates that some services are essential to Mentor+, where as others improves the experience of participating in Mentor+. As described above the office space is essential to Mentor+ as it provides a physical proximity between Entrepreneur, Consultant and Coordinator. So is the print service as it is necessary for the work flow around the analogue project calendar, which has to be printed. The manual work flow is described in different service design use cases (Morelli, 2009a) in Figures 4-13. in the design report.

The meeting rooms also satisfy basic needs, as this is where the Entrepreneur and the Consultant will have their meetings, which are described in a service design use case (Morelli, 2009a) in Figure 11. in the design report. Electricity and heat are basic needs for everybody today as is access to the internet.

Then there are a series of services, facilities and events that are not essential to the execution of Mentor+, but that can help lift the experience of participating in the program. This includes cafeteria, cleaning and networking events. Finally there are the delighting services and events, which include free coffee, handyman and social events. These are not really relevant for the execution of Mentor+, but can add something extra to the experience of being a participant.

Overview of Symbion's services today

Networking and competence giving events events

"- Shared breakfast every Monday.
- Morning seminar the first Friday every month with professional inputs and knowledge sharing.
- "Accelerace Compact"-workshops with international experts from leading universities in the US.
- Summer Networking Day, workshops and networking finished off with a Summer Party.
- The yearly Christmas Lunch for all tenants in both Symbion, COBIS, 5te and 5te Unit"
(Symbion A/S, n.d.)

Own Office

"In Symbion you can tailor your office depending on your company's particular needs. In other words, you will only be paying for what you need and not a dollar more. If your needs should change over time it will be possible to change the amount of m2 at your disposal, just as you can also choose or cancel extra services at your discretion. How you wish to customize your services from Symbion is up to you entirely."
(Symbion A/S, n.d.)

Shared office

"Do you want a cheap starting package? If so, we offer you a workstation in our shared office at Symbion located in Østerbro. Here you will be working with other ambitious knowledge based companies.

For 1,595 DKK per month we offer

A fully furnished workplace incl. internet access, cleaning, power, heating, access to common areas etc."
(Symbion A/S, n.d.)

Virtual office

"The virtual office has been developed for companies which does not need a daily office, but does have a need for a professional physical location for tasks such as, package handling, phone services, meeting facilities, storage rooms etc. "
(Symbion A/S, n.d.)

Included services

-Internet
-Common area for informal meetings
- Networking events
- Print facilities (pay to use)
- Electricity and heat

Additional services

- Telephone service
- Cleaning
- Cafeteia/Meeting meals
- Meeting rooms
- Handyman
- Server room

Figure 47. Overview of services offered by Symbion today (Hvem er symbion?, n.d.).

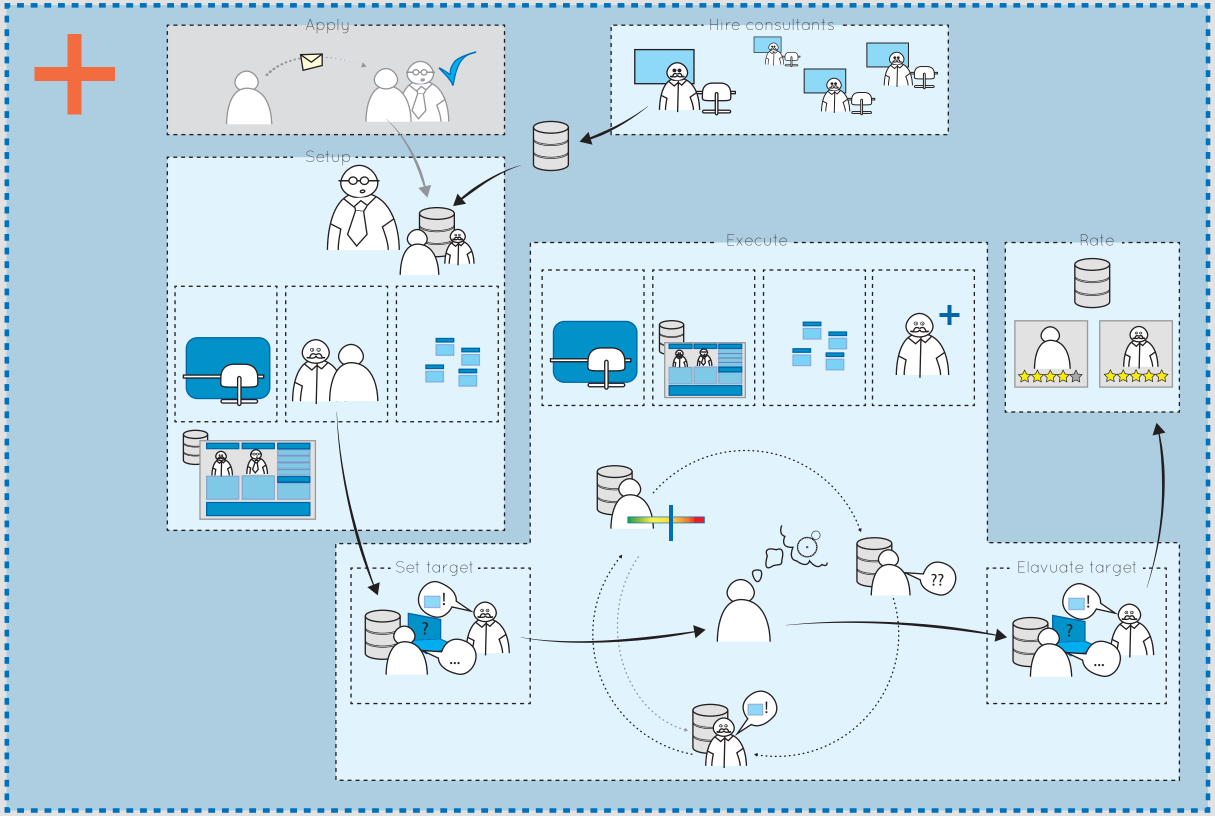
Addition of new service to Symbion's palette

Networking and competence giving events events

"- Shared breakfast every Monday.
- Morning seminar the first Friday every month with professional inputs and knowledge sharing.
- "Accelerace Compact"-workshops with international experts from leading universities in the US.
- Summer Networking Day, workshops and networking finished off with a Summer Party.
- The yearly Christmas Lunch for all tenants in both Symbion, COBIS, 5te and 5te Unit"

(Symbion A/S, n.d.)

Own Office | **Shared office** | **Virtual office**



Included services

-Internet
-Common area for informal meetings
- Networking events
- Print facilities (pay to use)
- Electricity and heat

Additional services

- Telephone service
- Cleaning
- Cafeteia/Meeting meals
- Meeting rooms
- Handyman
- Server room

Figure 48. Overview of services offered by Symbion with the addition of Mentor+ (Hvem er symbion?, n.d.). Pictograms are used to show how existing services at Symbion are integrated in Mentor+.

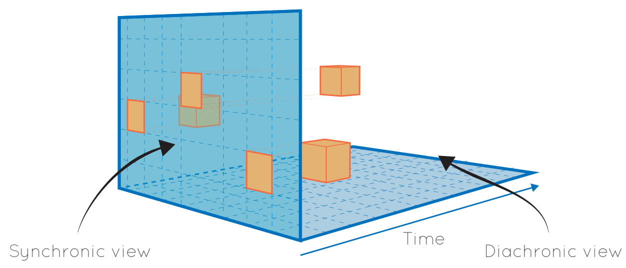
Motivation

In order to visualize the motivations for the different stakeholders to participate in Mentor+ I have made a motivation matrix which follows the same principles as Manzini et al. (2004). It describes the goals of the involved stakeholders and what value they bring each other. It is clear from the motivation matrix that the Entrepreneur is the main stakeholder and his need for assistance is central to the service system. But as the motivation matrix shows, all the other stakeholders also have some goals that they help each other reach by participating in Mentor+.

Blueprinting the service

Through this project I have applied different narrative methods, from time lines (Morelli, 2009b) in the first interviews, over scenarios (Bødker, 2000) in the later interviews to use cases (Cockburn, 2000) and service blueprints (Løvile et al., 2013) in the design phase. In this 2nd design iteration I have used a high level service blueprint (Løvile et al., 2013) to give a diachronic overview of the whole service system in Figure 3. in the design report. This supplements the system map (Manzini et al., 2004), which is a synchronic representation of the complete service system. This is illustrated in Figure 1. in the design report. The system map (Manzini et al., 2004) gives a more intuitive picture of the complete service concept as it is very visual and shows all its information at once without being concerned with time. Both the service blueprint (Løvile et al., 2013) and the system map (Manzini et al., 2004) shows the service from the perspective of the service provider, but where the system map shows the service in an intuitive way that enables the reader to get a quick overview and can therefore also be used to communicate the service to the users,

Figure 49. When representing the service I have chosen to use synchronic as well as diachronic representation techniques. Whereas the synchronic representations (i.e. the system map (Figure 1. in the design report)) shows an image of the service without concerning time, the diachronic representations (i.e. service blueprint (Figure 3. in the design report) and service design use cases (Figure 4-13. in the desing report)) show the service over time. The diachronic representation is closer to reality and thereby provides a more detailed description compared to the synchronic representation, which provides a more simplified and conceptual image of the service, that can be easier to overview.



the service blueprint (Løvile et al., 2013) shows the front and back office actions as well as the different channels of interaction. The individual steps in the service blueprint (Løvile et al., 2013) are explained in more depth with service design use cases (Morelli, 2009a) in Figures 4-13. in the design report. As described by Morelli (2009a) the service design use cases are inspired by traditional use cases (Cockburn, 2000) as known from information architecture and combined with the notion of front office and back office as known from the service blueprint (Løvile et al., 2013). This makes it possible to describe the low level interactions in a detailed way, that considers the actions of all the involved actors.

Mentor+ is designed as a multichannel service with redundancy in the channels for the different touch points. This allows the users to choose between digital or analogue interfaces when using central touch points which include scripts for meetings, project calendar and other tools.

To show an example of how Mentor+ could look at a lower level than what is possible to communicate via the service design use cases (Morelli, 2009a), I have made a prototype of the script for the Consultant when assisting the Entrepreneur. This can be found on page 41 in the design report along with templates for the project calendar and a SWOT analysis (Dyson, 2002) which are illustrated in Figures 18, 19 and 16. in the design report.

Theoretical reflections: from motivation matrix to business model

The motivation matrix in Figure 50. is made in accordance with the guidelines of Manzini et al. (2004). They suggest that this tool is used early in the process and updated as new partners and motivations are identified. The motivation matrix in Figure 50. represents a synthesis of the motivations and intentions identified through all the interviews performed earlier in this project. As suggested by Manzini et al. (2004) the motivation matrix informs the business plan, which is described with a Business Model Canvas (Osterwalder and Pigneur, 2010) in Figure 15. in the design report.

Gives to...	Entrepreneur	Consultant	Symbion	Startup environment
Entrepreneur	- Not get stuck in bad process - Set scope early on - Trust external partners - “Red line” through startup process - Marked validation - Build network	- Interesting problem to solve - Opportunity to give back to startup environment - Network	- Participation fee - Positive image (helping new entrepreneurs)	- High quality startup
Consultant	- Sparring on defining and reaching target - Assist with project management	- Work with interesting problems - Run sustainable business - Give something back to startup environment - Build network	- Rent for office - Labor (paid)	- Help facilitate new talents
Symbion	- Physical facilities - Tools for defining and reaching target - Project calendar - Network - Facilitation	- Salary for helping entrepreneur - Project management tools and experience - Network	- Help entrepreneurs succeed - Run a sustainable business - Be like Team Danmark for entrepreneurs - Facilitate startups	- Facilitate new talents - Enhance interconectivity - High quality startups
Startup environment	- Build network	- Positive feedback	- Positive feedback - Network	- Build network - Higher quality startups

Figure 50. Motivation matrix showing the motivations of different actors for participating in Mentor+ and how the different actors help each opter fulfill their motivtion via participation in the service system. Inspired by Manzini et al. (2004).

Design decisions for service design use cases

In this section I will discuss the design decisions made in relation to the service design use cases. I will compare the feedback from Allan Bjerre (personal communication, August 6, 2014) to the service design use cases made for this 2nd design iteration, which are represented in figures 4-13. in the design report. As some of the use cases has changed names from 1st to 2nd design iteration I will use the names of the service design use cases from the 2nd design iteration and link them to the relevant use cases from the 1st design iteration in the text.

The names of all the use cases in the 1st design iteration has the prefix “Ent:” which indicates that they are experienced from the Entrepreneur’s point of view. As the classic use cases (Cockburn, 2000) are replaced with service design use cases (Morelli, 2009a) in the 2nd design iteration, the perspective of the user is also replaced with the perspective of the service provider, which shows back office actions as well as the actions of all involved actors. Therefore the names of the service design use cases has no prefix.

First contact

This service design use case corresponds the use case “Ent: Apply” from the 1st design iteration. I discussed with Allan Bjerre (personal communication, August 6, 2014) if a jury is necessary to screen the applicants and Allan suggested that the screening could be done by only one person. We also discussed if it is possible to make an algorithm that can make qualified matches between Entrepreneurs and Consultants. As I considered ownership of the service in the 2nd design iteration and decided on Symbion as the service owner, a new role was established in the service system, the Consultant. Considering the feedback from Allan Bjerre (personal communication, August 6, 2014) I think it makes sense to let the Coordinator do the screening as well as the match, possibly assisted by an IT system that suggests possible matches.

Setup

This service design use case is not directly replacing an earlier use case. It is added in relation to choosing Symbion as the service provider and describes how the Entrepreneur is welcomed in Mentor+, once accepted. The use case “Ent: Match” has not been directly transmitted to the 2nd design iteration as it is partly integrated in the service design use cases “Setup” and “First contact”. When discussing “Ent: Apply” with Allan Bjerre (personal communication, August 6, 2014) he suggested that the Entrepreneur and the Consultant meet face to face before engaging in the program together, which will help establish a trustful relationship. This is something he has had positive experience with in a program similar to Mentor+. This is incorporated int the service design use case “Setup”, which also includes an introduction to the physical facilities and additional services offered by Symbion.

Negotiation

“Negotiation” replaces the use case “Ent: Set target” from the 1st design iteration. The change of name indicates that the focus has moved from setting and reaching a target towards an organized mentoring course with additional services. As I discussed with Allan Bjerre (personal communication, August 6, 2014), the target should depend on the challenges faced by the Entrepreneur. The challenges can be identified using different tools such as the StartupWheel (2014), SWOT analysis for which a template can be found in Figure 16. in the design report and the diagram for categorizing startups in Figure 7. in the chapter “Target group” in this report. Allan Bjerre (personal communication, August 6, 2014) also suggested a hierarchical structure for organizing milestones and tasks, which has been incorporated as basis for the project calendar in Mentor+. A template for this structure can be found in Figure 18. in the design report. These changes has emphasized the focus on project management in Mentor+.

> *Theoretical reflections: service design use cases*
>
> The use cases from the 1st design iteration were be based on Cockburn’s (2000) guidelines for traditional use cases known from software requirements. These use cases represents the perspective of the user and thus only shows the actions of the user and the front office. The service design use cases in the 2nd design iteration are based on Morelli’s (2009a) discussion about new design methods for service design. They combine the use cases with the notion of back office and multiple channels from the service blueprint and thus shows the service from the perspective of the service owner. If the back office actions are removed from the service design use cases, they will show the service from the user’s perspective, but with more richness than the traditional use cases used by Cockburn (2000).

Register progress (on line/off line)

This service design use case replaces “Ent: Register progress” from the 1st design iteration. In the 1st design iteration I assumed that it would be difficult to make the Entrepreneur register his progress, why I aimed for a simple solution from the beginning. My assumption was confirmed by Allan Bjerre (personal communication, August 6, 2014), who suggested to use check boxes instead of text, which would make the process easier. Allan has had positive experiences with replacing text input with check boxes in Sekoia, where they made a task management interface for emloyees at a nursing home (Allan Bjerre, personal communication, August 6, 2014). The check boxes are adapted in the 2nd design iteration of Mentor+, where they will represent tasks defined in the hierarchical structure which is illustrated in the design report in Figure 18. The idea of making this procedure as easy as possible for the Entrepreneur also led to designing a digital (Figure 8. in the design report) as well as an analogue (Figure 7. in the design report) version of this scenario.

Offer assistance

Testing the 1st design iteration with Alan Bjerre (personal communication, August 6, 2014) revealed a need for the Consultant to react to fluctuations in the Entrepreneur’s project calendar and offer his assistance.

Request assistance

As the 2nd design iteration describes several paths to getting assistance, the use case from the 1st design iteration “Ent: Get assistance” has been split in two: arranging the assistance and performing the assistance. The service design use cases “Offer assistance” and “Request assistance” both represent the first part of arranging the assistance, but respectively on the initiative of the Consultant and the Entrepreneur. The service design use case “Get assistance” represents the part of performing the assistance. This division of the original use case is also in line with Allan Bjerre’s (personal communication, August 6, 2014) feedback, as he suggested that the Entrepreneur should be able to contact the Consultant via several channels instead of only via the web page.

Get assistance

This service design use case corresponds to the second part of the use case “Ent: Get assistance” from the 1st design iteration. In the 2nd design iteration this scenario is detailed further, both in the form of a service design use case, but also with examples of templates and a script for the Consultant. The detailed examples can be found in the design report in Figures 16-19.

Feedback

This service design use case corresponds the use case “Ent: Evaluate” from the 1st design iteration. In the evaluation of the 1st design iteration I discussed that this use case should have more focus on evaluating the target, but as the scope of Mentor+ has moved from strictly relating to setting and reaching a target towards a more complete mentoring service, the evaluation of the target becomes less important. In the 2nd design iteration the focus in Mentor+ has shifted from the result (evaluating the target) to the process (mentoring and project management). Therefore this scenario remains unchanged in the 2nd design iteration.

Rate

The service design use case “Rate” corresponds to “Ent: Rate” from the 1st design iteration, with the primary difference being the change of perspective, as this service design use case both concerns the Entrepreneur and the Consultant and describes their actions simultaneously as they are both encouraged to rate each other.

Conclusion

In this chapter I will conclude on the process of this project. I will summarize how I got from the initial problem definition to the design proposal presented in the design report. I will show how the process evolves from analysis to synthesis over the course of the project.

Problem definition

In the beginning of this report I state the following problem definition:

How can a service system be designed to combine mentoring, incubation and project management in a way that supports highly educated entrepreneurs with little experience getting started?

This problem definition is defined in the chapter “Defining a service design problem” and is an elaboration of the original problem definition which is as follows:

How can a service system be designed to offer tools and knowledge that can help inexperienced startup companies avoiding common mistakes already made by their peers?

The revised problem definition narrows the scope of the project to using a set of specific tools to help inexperienced entrepreneurs with high educations getting started. This emphasizes the focus on service design over the knowledge about entrepreneurship in this project, by defining the success criteria as designing a service system for a predefined set of entrepreneurial tools rather than designing the entrepreneurial tools themselves. While elaborating the original problem definition, the revised problem definition also defines a slight change of focus, as the original concern of comparing the entrepreneur to his peers is not present in the revised problem definition. After the analysis for the project, this focus seemed less relevant, as none of the identified problems had any relation to how the peers of the entrepreneur were doing.

Methodology

In order to answer the defined problem definition I apply a methodological framework described by Stickdorn and Schneider (2010), which consists of four phases: Discovery, Creation, Reflection and Implementation. As each phase frames the tools applied in the phase this framework encourages reflection on different scales of the process while keeping a red line through the process.

Defining target group

Based on “Fremtidens erhvervsscervice og iværksætterpolitik – en guide til flere vækstvirksomheder” (2007), number from Dansk Statistik (2014) and interviews with Allan Bjerre (personal communication, May 13, 2014) and Michael Nørkjær (peronal communication, May 16, 2014) the target group is defined as inexperienced entrepreneurs with little or no work experience, acting within the field of professional services. The following criteria are defined for the target group:

- University graduate/student
- No/little working experience
- Knowledge based company (can be growth oriented as well as consultants)
- 1-6 employees/partners
- Less than two years in business
- Must have proof of concept e.g. paying customers, collaborations etc.

At the end of this chapter I propose the following five hypotheses:

- It is central not to get caught in a bad process or stick with a wrong idea for too long
- Startups in my target group need help to set a scope for the company early on. How can the be sure that the right scope is set?
- Establishing trust is important when collaborating with any kind of external sources
- Most startups need more sparring from external sources than they think they do when they start up
- Startups can be divided into the following four sub groups:
    - growth oriented with technical competences
    - growth oriented with business competences
    - consultants with technical competences
    - consultants with business competences

Finally the stakeholders are identified and showed in a network map as described by Morelli (2009b), and relevant actors from different stakeholder groups are identified as experts and elected for interviews in the following chapter.

Defining service design problem

The hypotheses from the previous chapter are tested through interviews with three experts from different stakeholder groups. The experts are Janus Krarup, CEO at Copenhagen Business Service, Michael Bak, co-founder of Hello world Mobile and former CEO at Venture Cup and Brian List Vice President at Symbion. The interviews are supported with a series of scenarios which according to Bødker (2000) is a way to integrate usability testing in the design process. Based on the interviews, the four scenarios that received the most positive feedback during the interviews are selected. Each of the four scenarios are analyzed with a touch point matrix inspired by Parker and Heapy (2006), who discuss the importance of viewing the service as a journey, opposed to a series of individual episodes. The touch point matrices are then used to evaluate the relevance of each scenario from a service design perspective.

Finally a new problem definition is proposed, which narrows the focus of the original problem definition down:

How can a service system be designed to combine mentoring, incubation and project management in a way that supports highly educated entrepreneurs with little experience getting started?

The hypotheses from the previous chapter are all confirmed to some extend, while some are slightly adjusted. This leads to the following goals for the Entrepreneur in the 1st design iteration:

- Not to get caught in a bad process/stick to bad idea
- Set the right scope early on
- Become facilitated by startup programs
- Being able to trust exernal partners
- Get marked validation
- Build network

1st design iteration

In the 1st design iteration the basic concept is developed as a synthesis of the analysis in the previous chapters. The service provider's perspective is represented wit a system map and a simplified service blueprint, but the primary focus is on the Entrepreneur's perspective, which is represented in a series of use cases. The use cases are inspired by Cockburn's (2000) guidelines for classical use cases, but with the addition of pictograms to make them more intuitive. The concept is a service that matches an inexperienced entrepreneur with a more experienced entrepreneur. In the service system they will respectively take on the roles of Entrepreneur and Consultant. The Consultant will then help the Entrepreneur set and reach a target via an introductory meeting and a series of evaluations during the process. Finally the consultant and the entrepreneur will evaluate the process together.

Evaluation of 1st design iteration

The concept of the 1st design iteration is tested by bringing the use cases to a new interview with Alan Bjerre (personal communication, August 6, 2014), and later evaluated in a discussion. Using the use cases for testing is much in line with Bødker (2000) who talks about using scenarios to integrate usability testing in the design process. She describes how closed scenarios tend to give more specific and detailed feedback, which proved to be true in this case. Before the test with Allan (personal communication, August 6 2014), the use cases are made more tangible and intuitive by presenting each use case as a set of cards, inspired by the concept Desktop Walk Through as described by Stickdorn and Schneider (2010).

Allan Bjerre (personal communication, August 6, 2014) confirms the overall concept of Mentor+ and comments on the individual use cases. He specifically asks for a business model and a marketing strategy, which is answered by describing the ownership of Mentor+ in the 2nd design iteration.

At the end of this chapter different possibilities for the business model are discussed, before making the 2nd design proposal in the following chapter.

2nd design iteration

The concept from the 1st design iteration is contextualized by defining Symbion as the service owner. This leads to further detailing of the concept, as the physical context and existing services at Symbion are integrated in the design of Mentor+. The services available to participants of Mentor+ are analyzed using the Kano model (Spool, 2011), which groups the services according to their immediate importance for the execution of Mentor+. The various stakeholders and their motivations for participating in Mentor+ are mapped, which informs a business model that reflects Symbion's current offers and revenue streams. This eventually leads to the final design proposal of this project, which is presented in the design report. It considers the service at three levels:

- Ownership, which consists of a Business Model Canvas (Osterwalder and Pingeur, 2010) and surrounding services.
- Overview of the service, which consists of touch points, a high level service blueprint and a series of service design blueprints as described by Morelli (2009a). The primary perspective at this level is that of the service owner.
- Detailing and examples, which consists of examples of interfaces and templates as well as an example of a script for the Consultant.

In this project I set out to answer the following question: How can a service system be designed to combine mentoring, incubation and project management in a way that supports highly educated entrepreneurs with little experience getting started?

My answer to this question is a service system that uses a project calendar to drive a mentoring course at Symbion. What makes this answer innovative is the way the project calendar is used to coordinate the efforts of the involved partners, and in combination with the physical proximity at Symbion facilitate the Entrepreneur through mentoring and incubation.

Discussion

In this final chapter I will discuss the methods applied in the project and the design decisions that were made along the way. I will apply an analytical perspective and evaluate the work I have done in this project.

How well does the applied methods complement each other?

I think that the methods applied in this project has that in common that they all support a narrative angle on the design process.

In the first qualitative interviews with Allan Bjerre (personal communication, May 13, 2014) and Michael Nørkjær (personal communication, May 16, 2014) I used a time line as described by Morelli (2009b) to capture the narrative of their entrepreneurial experiences.
In the following interviews with Janus Krarup (personal communication, June 18, 2014), Michael Bak (personal communication, June 25, 2014) and Brian List (personal communication, June 27, 2014) I used open ended scenarios to get get broad and conceptual answers as described by Bødker (2000). Opposed to the time line, which is used to record a narrative, the scenarios are used to suggest narratives. After getting feedback on the scenarios during the interviews, selected scenarios are analyzed with motivation matrices inspired by Parker and Heapy (2006). Like the time line this is an analytical tool that emphasizes the narrative of a given service system. In my project the motivation matrices were used to analyze the quality of the possible narratives in each scenario from a service design perspective.

The 1st design iteration is entirely represented as a narrative, with the use of three different service design tools: System map (Manzini et al., 2004), service blueprint (Løvile et al., 2013) and use cases (Cockburn, 2000). Whereas the service blueprint and the use cases are diachronic representations, the system map is a synchronic representation. I think that the diachronic representations emphasize the narrative of the service system, whereas the synchronic representation is a non-narrative representation of a narrative service system as it illustrates a system that deals with the time dimension in a "flat" view.

In the 2nd design iteration the narrative representation of the concept is supplemented with descriptions of the context and ownership, as well as detailed examples of the service experience.

Were the applied methods right for the project?

In order to answer this question I would like to divide the applied methods in two groups: Methods used for research and methods used for representation. The primary method for research in this project is qualitative interviews (Kvale, 1997) in combination with different service design tools, e.g. time lines (Morelli, 2009b) and scenarios (Bødker, 2000). From an ethnographic point of view, I think that the interviews in this project lacks methodological structure and the analysis is not following any consistent model. However I see this as a strength in this project, as the explorative approach to the interviews has provided the flexibility to maneuver in an unpredictable context, which I believe is essential when designing anything new. The purpose of the interviews in this project is to acquire knowledge about the users' goals and problems and to get feedback on assumptions. I think that the interviews in this project has provided exactly that. One could argue that more interviews should have been made or that some of the interviews should have been replaced with focus groups or co-creation workshops. I agree that this could potentially have produced better data, but with the limited resources of being one person in the project group, efficiency has been a priority. I think that the interviews in this project has been performed with good timing and in a way that simultaneously confirmed assumptions and produced new knowledge, which helped driving the design process forward.

I think that the methods used to represent this project covers the relevant levels of the service system as well as the different relevant perspectives. The service concept is described with a high level service blueprint (Løvile et al., 2013) and a system map (Manzini et al., 2004), which respectively represent diachronic and synchronic representations of the service system. While both representations show the service system from the perspective of the service provider, the system map can also be used at communicating the service to a user as the synchronic view makes it very conceptual. The service blueprint is detailed in a series of service design use cases (Morelli, 2009a), which show the service system from and omniscient point of view, which in this case equals the perspective of the service provider. The service design use cases show a synthesis of the actions of all involved actors.

The ownership and context of the service is described with a Business Model Canvas (Osterwalder & Pigneur, 2010) and a diagram showing available services to participants of Mentor+. Until the Symbion's ownership has been confirmed I think that this is sufficient, as it service to sell the concept to Symbion. If Symbion would accept to host Mentor+, this part would have to be extended with a more extensive business model, including more accurate economic calculations etc.

Finally the design has been detailed, by exemplifying the service design use case "Get assistance", by providing a script for the Consultant and a template for a SWOT analysis, as well as examples of the project calendar. This part could have been developed further if there had been more time. It would have been very relevant to show a detailing of the service design use case "Feedback", as it is quite central for Mentor+.

The first priority has been to develop the service concept, which I think is the right priority, as the service concept represents the mid-level of the service system and thereby ties everything together.

What could be the next step in the design process?

In the 1st design iteration i tested the concept for the service system, as well as a semi detailed representation of the service experiences from the Entrepreneur's point of view in the form of use cases (Cockburn, 2000). I the 2nd design iteration I have detailed the service system further, both on a high level (i.e. ownership) and on a low level (i.e. prototypes of interfaces and script for Consultant). A natural next step, I think, would be to detail all use cases with prototypes of the relevant interfaces and scripts for the Consultant and proceed with scenario based usability testing as described by Bødker (2000). This could be done by playing scenarios corresponding the service design use cases (Morelli, 2009a) with potential users. These scenarios would have to be more detailed than the service design use cases represented in the design report, and would include prototypes of all relevant templates, interfaces, scripts etc.

It would also be very relevant to contact Symbion and get their opinion on the design proposal. It would be essential to find out if they could be interested in hosting a service such as Mentor+, and what adjustments they would require in order to do so. Regardless of their interest in hosting Mentor+, they could give valuable feedback that might improve the service design before starting to search for another host. Since I have not confirmed Symbion's interest in hosting Mentor+, part of the design regarding the role of the Coordinator builds on assumptions which they could help clarify.

Who could be the service owner if not Symbion?

At the end of the chapter "Evaluation of 1st design iteration" I discuss different options for business model, marketing and ownership, which I believe is closely related. According to Brian List (personal communication, June 27, 2014) Symbion is currently about to launch their own program for a target group similar to the one described in this project. I think that this indicates Symbion could be interested in hosting a program such as Mentor+, while at the same time indicating that they may not be interested in hosting this particular program. In this project I have pretended that Mentor+ would substitute the program Symbion already has planned.

As I discussed in "Evaluation of 1st design iteration" other possible service owners could be universities or public institutions such as Copenhagen Business Service or Væksthusene. However one of the reasons for choosing Symbion as service owner is their well established physical facilities combined with their motivation for helping entrepreneurs. The physical facilities supports the concept from the 1st design iteration very well, as it was not concerned with physical context at all. In the 2nd design iteration I think that the physical facilities at Symbion plays an important role in facilitating the Mentor+ program. The whole process of updating the analogue project calendar is depending on the physical proximity between the Entrepreneur and the Consultant and also adds flexibility to the collaboration between the entrepreneur and the Consultant.

If Mentor+ had to be hosted by anyone but Symbion it is important to understand that the service system would have to change. If the host was another office hotel, the changes would be marginal compared to a host such as Copenhagen Business Service, who have a very broad target group and 6.000 contacts to entrepreneurs in a year where 3.000 are unique contacts, meaning that they only have a single interaction (Janus Krarup, personal communication, June 18, 2014). Copenhagen Business Service is not prepared for six months courses such as Mentor+, so if they were the service owner the concept from the 1st design iteration would have to be developed in a very different context. I think it would have to consist of very few interactions, and maybe the project calendar would play a bigger role as a tool offered to the Entrepreneurs. However I do not think a project such as Mentor+ would be within the scope of Copenhagen Business Service as Janus Krarup (personal communication, June 18, 2014) explained that their approach is to give the entrepreneurs a gentle push, not to hold their hands.

I could also imagine that some of the innovation environments as potential service owners, even though I rated them as less relevant for my target group in the network map (Figure 8.). Their motivation for hosting Mentor+ should be to use it as an entrance to a new target group. According to Jakob Stolt (personal communication, May 20, 2014) the innovation environments are currently not interested in the inexperienced entrepreneurs as it is too high risk. With a qualification program such as Mentor+ I imagine that they could qualify promising startups with no track record before deciding if they are worth financing.

All in all I think that the learning goals defined on page 21 are met in this project. A relevant service design problem has been specified within a major problem area. Challenges and stakeholders has been identified through analysis of the problem area and synthesis has been created in a design solution that I believe is innovative. With this work I hope to demonstrate the ability to master design work in a complex and unpredictable context, by appropriately applying relevant service design methods.

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Appendix

E-mail correspondence with Jakob Stolt, Aalborg University - May 9 - May 20 2014

Hej Jakob

Vi snakkede sammen over telefonen tidligere idag. Jeg er som sagt lige startet på at skrive speciale i Service Systems Design, og skal designe en eller flere services der skal hjælpe iværksættere med at overleve/stabilisere deres forretning. Dette kan være alt fra rådgivning til leje af usdtyr eller hvad det nu er der giver størst værdi. Jeg er pt. igang med at identificere min målgruppe og specificere problemet i forhold til denne.

Jeg deltog i dette års Wofie og har indtryk af at du har et godt overblik over den danske startupscene, hvorfor jeg vil bede om din hjælp til at få en bedre forståelse af de aktører jeg skal arbejde med. Internettet er jo fuldt af forskelige modeler for hvilke faser en startup bør gennemgå, men der er ikke nær så meget information om hvordan det går i realiteten, hvilke problemer danske iværksættere kæmper med og hvornår de løber panden mod muren.

Jeg har læst mig til at overlevelsen for nystartede virksomheder fra 2010 til 2011 var 74%, men vil gerne blive klogere på hvad der afgør om en virksomhed overlever og hvad der evt. skal til for at øge chancerne. Hvornår er det mest kritiske punkt (første ansættelse, første salg, skalering, stabilisering) og hvad er udfordringerne i forbindelse med dette?

Jeg vil også meget gerne vide noget mere om hvad det er for nogle personer som bliver iværksættere, hvem der har success og hvem der fejler. Jeg er klar over at dette er meget svært at svare på, og at der ikke findes en entydigt svar, men jeg vil alligevel meget gerne høre hvis du har gjort dig nogle tanker om dette. Er der f.eks. nogle persontyper eller egenskaber der er særligt vigtige på forskellige tidspunkter i opstaretsfasen?

Jeg er klar over at dette er nogle meget åbne spørgsmål og forventer ikke at du nødvendigvis giver mig konkrete svar på dem. Jeg vil dog blive meget glad hvis du kan henvise til nogle eksempler, relevante referencer eller måske formidle kontakten til en eller flere konkrete iværksættere jeg kan snakke med.
Jeg kan forstå at du har meget travlt, men hvis du har milgihed for at afsætte lidt tid til et interview hvor jeg kan stille nogle mere konkrete spørgsmål vil jeg sætte stor pris på dette.

Hej Joel.

Undskyld mit sene svar.

Ja, som vi talte om, så er det et ret omfattende område, og der findes mange svar og vinkler på det hele. Jeg har som sagt meget begrænsede ressourcer til at hjælpe med dette, og har desværre heller ikke tid til et interview. Jeg er dog heller ikke "ekspert" som sådan mht. flere af de ting, du nævner, men har da nogle idéer.

Hvis du kan lave en liste med mulige aktører og referencer til mig, vil jeg meget gerne hjælpe med at prioritere i den, så du kan søge data hos de mest relevante/interessante.
Kig evt. på Fonden for Entreprenørskab hjemmeside. Der kan også været noget her: http://erhvervsstyrelsen.dk/file/372263/Ivaerksaetterindeks-2011.pdf. Og denne http://vbn.aau.dk/files/166584300/Rapport_den_konomiske_krise_og_iv_rks_tteri.pdf

Mvh.
Jakob

Emil Klagenberg <emil@design-thinking.dk>
to Jakob

May 13

Hej Jakob

Tak for din tilbagemelding.
Jeg vil meget gerne benytte mig af dit tilbud om hjælp til at prioritere i en liste over mulige aktører.
For at få mest muligt ud af din hjælp vil jeg vente til jeg ved lidt mere om opgaven med at sende dig en bruttoliste.
Jeg regner med at skrive til dig i slutningen af næste uge.

Med venlig hilsen

Emil Klagenberg

T: 28291499

Jakob Stolt jas@adm.aau.dk via design-thinking.dk
to Emil

May 13

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Ok!

Mvh.
Jakob

Fra: joel.e.kj@gmail.com [mailto:joel.e.kj@gmail.com] **På vegne af** Emil Klagenberg
Sendt: 13. maj 2014 13:33
Til: Jakob Stolt
Emne: Re: Spørgsmål ifbm service design til iværksættere

Emil Klagenberg <emil@design-thinking.dk>
to Jakob

May 19

Hej Jakob

Jeg har nu fået lidt mere viden om hvilken retning mit projekt kommer til at tage og dermed også hvilken hjælp jeg har brug for.
Efter at have interviewet Michael Nørkjær fra Idify (han hold oplæg på Wofie) og Allan Bjerre fra Ideal (Hans ene partner holdt oplæg om Sekoia på Wofie) er jeg kommet frem til at en ting de begge kunne have gavn af ville være hjælp til at holde en rød tråd og et fornuftigt tempo i udviklingen af deres virksomhed. Dette kan f.eks. være hjælp til salg, planlægning af resourcer, forberedelse til lancering af produkt etc. men hovedsagligt med fokus på timing af disse, frem for konkret viden om de enkelte områder. Vil du, med dit kendskab til området, mene at dette er et generelt problem for vidensbaserede startups, som vil være relevant at tage fat på?

Nedenfor har jeg lavet en bruttoliste over alle de aktører jeg er stødt på og som jeg tænker i større eller mindre grad kan være relevante for mit projekt. Jeg tænker muidelbart at nogle af de offentlige tilbud ligger tættest på det jeg gerne vil lave, men har samtidig læst mig til at mange offentlige tilbud er finansieret med EU midler, og dermed også er midlertidige. Jeg synes det kunne være interessant at lave et koncept der er økonomisk bæredygtigt, så det kan få en mere permanent karakter. Derfor er jeg også meget interesseret i at høre hvis du kender til nogle eksempler på økonomiske bæredygtige aktører der hjælper iværksættere med rådgivning el.l.

På forhænd mange tak for hjælpen.

- Innovationsmiljøer (financing innovative, knowledge based startups)
  - DTU-Symbion Innovation
  - Syddansk Teknologisk Innovation A/S
  - CAPNOVA A/S
  - Borean Innovation A/S
- Private supervision/networking
  - Connect Denmark (network and feedback, known for their springboards)
  - Startup boot camp (european incubator and mentorship)
  - Startupsvar.dk (advices for the 100 most common startup chalanges by Thomsen Business Information, startup advisor)
  - iværksætteren.dk
- Crowd funding
  - Boomerang
  - Kickstarter.com
- Universities
  - CIEL (Copenhagen Innovation and Entrepreneurship Lab - collaboration between CBS, DTU and KU working with research, education and students)
  - CSE (Copenhagen Shcool of Entrepreneurship - part of CBS)
  - SEA (Supporting Entrepreneurship at Aalborg university - supervision, workshops and incubation)
  - Stardust (student driven organization for entrepreneurship at CBS, based on CSE)
  - Venture cup (Startup competition - funding, network and feedback)
- Public assistance
  - Erhvervsstyrelsen
    - Erhvervsservice
      - Lokalt service center
        - København erhvervsråd
    - Start Vækst
    - Virk.dk
    - Vækst Guiden
      - Markedsmodningsfonden
      - Vækstfonden
    - Væksthuse
      - NiN (Nordjyst Iværksætter Netværk - koordinated by Væksthus Nordjylland)
  - Fonden for entreprenørskab - young enterprise (The purpose is to enhance indenpendence, innovation and entrepreneurship amongst young people)

Med venlig hilsen

Emil Klagenberg

T: 28291499

dk.linkedin.com/in/klagenberg/

Jakob Stolt jas@adm.aau.dk via design-thinking.dk
to Emil

May 20

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Hej Emil.

Ja, det afhænger jo i meget høj grad af, hvad det er for nogle specifikke start-ups, vi taler om. De vil sikkert alle have de udfordringer, som du beskriver i første afsnit nedenfor, men måske skal du starte med at definere hvad du mener med "videnbaseret start-up". Det kan jo dække over alt muligt, så jeg tror, du vil gøre dig selv og opgaven en tjeneste ved at præcisere dette. Mindre start-ups og studentervirksomheder er som regel også videnbaserede, men har nogle andre behov end de tre mand fra den store ingeniørvirksomhed, der sammen tager springet og allerede er eksperter på nano-teknologi...

Derfor er der også ting du skal tage hensyn til i din liste. Innovationsmiljøerne, f.eks., vil intet have at gøre med små start-ups, med mindre potentialet er enormt, teamet professionelt og har en track-record, så dem kan du godt udelukke, hvis vi taler om "normale" start-ups.

Dem, der derimod er interessante, og som faktisk har det som deres job, er de to "kommunale" tilbud. Den lokale erhvervsrådgivning, og den mere specialiserede. Her er de helt centrale Københavns Erhvervsservice, som er temmelig stor og dækkende, og kan hjælpe meget langt hen ad vejen – gratis. http://www.kk.dk/da/om-kommunen/forvaltninger/beskaeftigelses-og-integrationsforvaltningen/organisation/koebenhavns-erhvervsservice?element=erhverv_fokus

Oven i det komme så regionale væksthuse, der tager sig af den lidt mere specialiserede rådgivning. Det er også langt hen ad vejen gratis. http://startvaekst.dk/vhhr.dk

Connect er også et gratis og interessant tilbud for at få prøvet sine idéer af og få professional sparring. Og så er initiativerne på de enkelte universiteter jo også meget relevante, og dem har du jo også oplistet.

Mht. finansiering, ser det straks lidt sværere ud. Fonden for Entreprenørskab har nogle legater, men de er små (men det er nogle gange "kun" det, man behøver), men jo kun for studerende. Det kommer også an på, hvor langt i livscyklussen, du vil gå/undersøge. Mange bliver tilrådet til at lave rigtig, rigtig, rigtig meget hjemmearbejde først, førend de retter henvendelse om kapital. Der er ingen der bliver taget alvorligt, hvis de har arbejdet et par weekender på "en god idé", og så bare lige skal have 1,5 mio. kr. for at føre den ud i livet.

Mvh.
Jakob

Emil Klagenberg <emil@design-thinking.dk>
to Jakob

May 20

Hej Jakob

Mange tak for det, der er lidt jeg kan arbejde videre med, og fedt med lidt feedback på den enkelte aktører! Og tak for rådet om at blive mere specifik omkring de vidensbaserede virksomheder, det tror jeg du har helt ret i.

Med venlig hilsen
Emil Klagenberg

Interview with Allan Bjerre, Ideaal - May 13, 2014

After a short introduction to me and my project I ask Allan if Ideaal is his first company. He answers that he have started two companies before Ideaal. The first one was a small company making visualizations, based on some visualization (glasses) work he did for Designit during an internship. In this company he also made visualizations for the furniture manufacturer Lange Production. The second company was started in relation to Lange production where Allan and some other students planned to make a chair in collaboration with Lange Production. The project was never realized and the company had no activity before it was closed.

The first company (design dedication) was closed in June 2009, just before finishing education. It was a one person company and it was never the ambition that it should exist after the studies. Ideaal was started short after the studies ended, but with the name Creative Gears. Creative Gears was founded with two fellow students, Christoffer and Thomas, and the three of them had done most student projects together in different constellations. Christoffer did not feel that there was an existing job that matched his visions for the future, Thomas was not eager to start job hunting and Allan had always wanted to be an entrepreneur, so they decided to start their own instead. When they started the company Allan told the others that it might not be permanent for him as he would probably move to Sjælland with his girlfriend at some point. Now he and his girlfriend live in Helsingør, but he is still a partner in the company which now has offices in both Helsingør and Aalborg.

All three founders has worked with 3D visualizations before they started Ideaal together.

Ideaal was founded in October 2009 with assistance from SEA, who provided office space and a mentor through an incubation arrangement. They shared the office space with four other companies, amongst them was some former Motorola employees. The company was founded when they got their first customer ICI, via two of Thomas former supervisors from the university. ICI was financed with EU goods with the purpose of developing business models for a network of companies in northern Jylland. Ideaal was invited to supervise innovation initiatives for existing as well as new companies in the network. Amongst the clients was Eyecon who make unmanned helicopters and later became a client at Ideaal. ICI was both good and bad for Ideaal, as it gave a steady income, although it was not as high as one could have wished. At the same time ICI took a lot of time form other tasks at Ideaal and in that way it slowed the development of the company down. At times Alan and his partners felt that they were not properly qualified for the work they did in ICI. There was someone else who was probably better suited for the job, but also more expensive, so the project owners kept encouraging Ideaal to continue the work.

Ideaal is very happy to share the office with other entrepreneurs. In 2013 Ideaal opened an office hotel in Aalborg in collaboration with a graphic design company named Form Agenda. At the office there are currently, amongst others, two other industrial designers, which allows them to help each other when needed instead of hiring new employees. They also rent out an office space to an in house industrial designer from Vikan (cleaning supplies), who is there one day a week. Ideaal has done some work for Vikan, and this arrangement allows Vikan to just book Ideaal for a few hours when needed instead for hiring them for a full day, including transport from Aalborg to Skive. It also allows the designer at Vikan to get some inspiration from Ideaal and the other creatives at Syndikatet. Before Ideaal made Syndikatet, they rented an office space at Gabriel, who manufactures high end textiles for heavy use (e.g. DSB seats). At Gabriel's they met another company named North People, with whom they shared the office. North People had the idea for Sekoia, based on an idea called Open Care which originated at AAU. North People had contacted some programmers and would do market development themselves, but needed someone to design the interface. Ideaal are not interface designers, but they have an understanding about what is user friendly design. Inspired by Google, Ideaal wanted to work with the concept of 20% time, which means that one day a week the employees should be free to work on new initiatives that they decide themselves. The Sekoia project started as a 20% time-project for Ideaal. There is also the argument that "consultants do not make money at night", why Sekoia seemed like a good investment in a steady income for the company. There are seven partners in Sekoia, which is all the people who worked at the project in the beginning. The focus of this interview will be on Ideaal, which is also where most of Allan’s time is spent. His Partner Thomas still spends a lot of time on Sekoia.

When I ask Alan if the team of Ideaal is the right one from a business point of view, he answers that it could be a lot better. All three of them are industrial designers from Aalborg University. The education is actually some kind of design engineer. I ask about their different qualities and Allan answers that he and Thomas are both introverted and nerdy, where as Christoffer is more extroverted. Christoffer is very strong at idea generation, and early phase sketching. All three of them have worked with 3D visualizations before. Allan particularly likes to work with technical products, such as lab equipment and gadgets. He prefers products that are not usually well designed opposed to furniture which has a long design tradition. Allan was originally in doubt if he should become a mechanical engineer or product designer, so the technical objects suits him very well. Christoffer's approach is innovation and service design, out of the box thinking. Allan mentions a project that Christoffer made during the studies for Innovation Randers, where he suggested to use 3D visualizations to show all the different variations instead of keeping all the variations in the store. Thomas is best with physical products and gadgets and would also be the one to work with furniture design if they would get a job that included that. Christoffer is also the one who works with user workshops and seminars. Allan is the one who does the most visualization work now. Thomas is also very good at being critical at internal reviews. As a team Allan thinks that they are good at starting a project and finishing a project, but the long chaotic phase in the middle is the most challenging for them. Sales are their other, and probably the biggest challenge. Christoffer is the one who handles most of their sales activities, but even though he is more extroverted than the others he is still more designer than salesman.

Everything related to revision, economy and law issues is outsourced. They just hired a new lawyer recently. This have been one of the big learning issues for the company, to outsource tasks that they do not master themselves. In the beginning they tried to to do accountancy by themselves, but ended up using way too much time on it. They have also made legal contracts themselves, but now they have realized that it takes too much time and the quality is not as high as if they had outsourced the task. So now they have just hired a new lawyer to take care of contracts and other legal issues, just like they also have an bookkeeper and a reviser. They found their reviser via the ICI project and the lawyer was found through NiN. At some point along the process the reviser recommended a new bookkeeper, as he was not satisfied with the previous. It was not hard for Ideaal to find a lawyer and a reviser, but if they had not been involved in ICI and NiN Allan thinks that it might have been a lot harder, as the challenge is to find someone you can trust. They do not use any external consultants for sales and marketing, but Allan has participated in a course about additional sales to existing customers via Danish Design Association. I get the impression that Allan found the course interesting, but it did not solve their problems related to sales and marketing. In fact they are currently discussing the possibility of hiring a coach or consultant to help with sales and marketing in order to get stronger at this discipline, but in this case they also have the issue with finding someone they can trust.

...(See time line in Figure 52.)...

The fact that they had two big clients for a long time in the beginning was both their blessing and their curse. It provided a steady income, although not as high as they wanted, but it also prevented them from doing a lot of projects they wanted more. The two main problems regarding this was that they were not good at saying no and they were not good at asking others for advice. Allan thinks that the ability to say no is close related to having a scope for the company, which they lacked in the beginning. They did not ask enough people for advise because they were afraid to inconvenient for the ones who would help them, but today Allan has realized that people are often happy to help if they can. There was also a trust issue related to asking others for advise, who should they ask and how could they trust that they did not have a hidden agenda. He calls consultants "banditter i habitter". Allan prefers to get recommendations about who to ask for advise, so that he know they are professional and trustworthy. It took them a long time to learn to say no, but now Allan has realized that when he says no to some things it also creates more time for other things. For a long time they had “the wrong customers” (i.e. not the ones they wanted most), but now they have started to focus more on the things they want to do and sometimes they invest a lot of time in the sales process. He mentions an example where they made most of the initial design for a client without getting payed, as part of the sales material, just because they really wanted the job and it was a really good case to show off. Earlier they would not have had the time to do this. The client was really happy and later they have gotten really good pay for work done for this client. When I ask if they could have prioritized to use this approach earlier in the process (spending more time on sales activities towards the clients thy really want), Allan answers that if they had been able to administer their time better, they would have been able to do this earlier on. I ask about the trust issues, from the clients point of view, would they have trusted Ideaal to take the jobs they wanted from the beginning? Allan says that they still have to convince clients and build trust, which is what they do when they spend a lot of time on a sales presentation. He still thinks that they should have done this a lot more from the beginning. In the summer 2013 they really started to go for the customers they want, and now they have got three big clients within the last year, so something is working. They are just about to start the fourth project for the same client within the last year. each project with different project managers, because they talk to each other within the company. He went to the first 3-4 meeting without pay, which now has paid off by giving the a really good customer. At the end of the interview. I ask if Allan knows about other startup companies I can talk to. He mentions another design company called Lolle og Nielsen, who originated from DTU. As we sum up, Allan mentions David Maddie from The Growth Company, who have made a model called the Growth Wheel/Startup Wheel or something like that, which is also used by Væksthusene. He suggests that the model can be used by me to map which competences are present in the startup companies I talk to. He also mentions a database with consultants owned by Væksthuset, but he cannot remember the exact name. They provide assistance with everything related to startup, e.g. sales, product development etc. In relation to the process they have started i the summer 2013 they plan to use some more external consultants. One of the ones they consider is the one who held the course about additional sales to existing customers. They also consider to get assistance with HR and an advisory board.

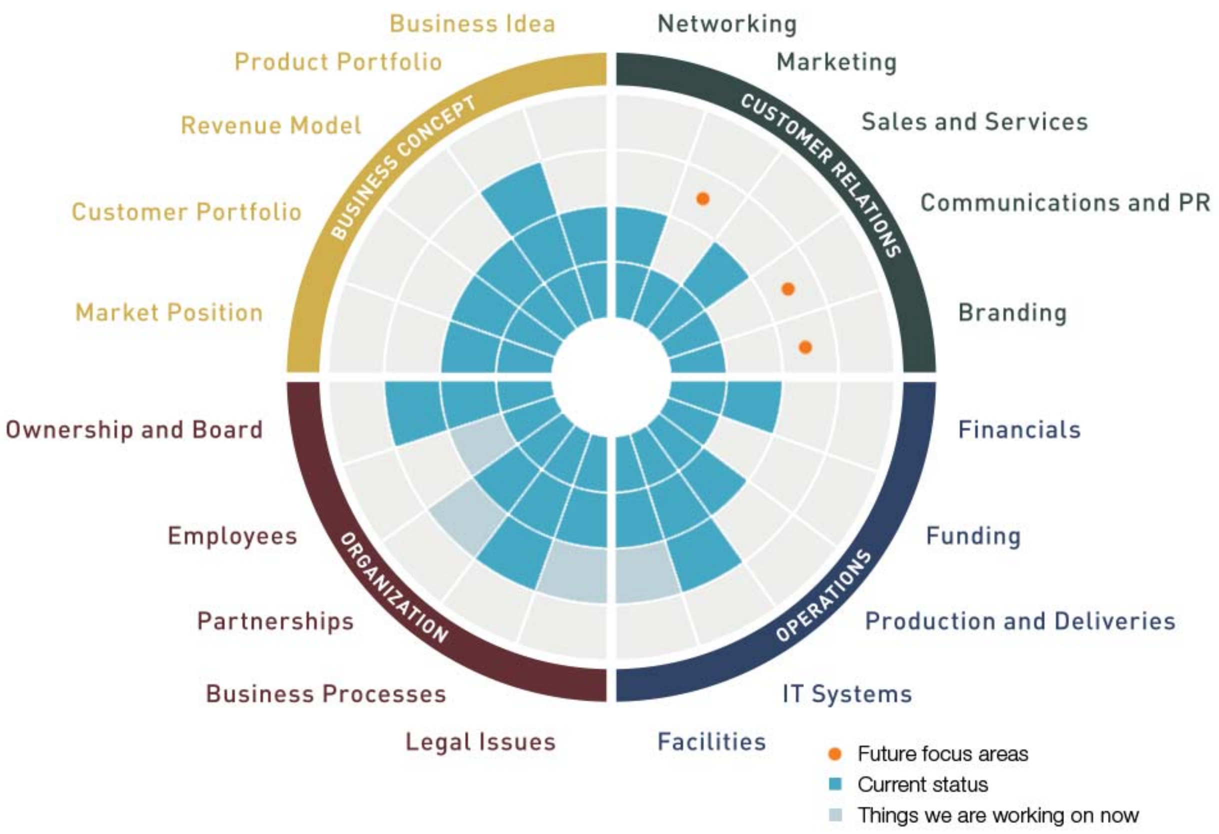
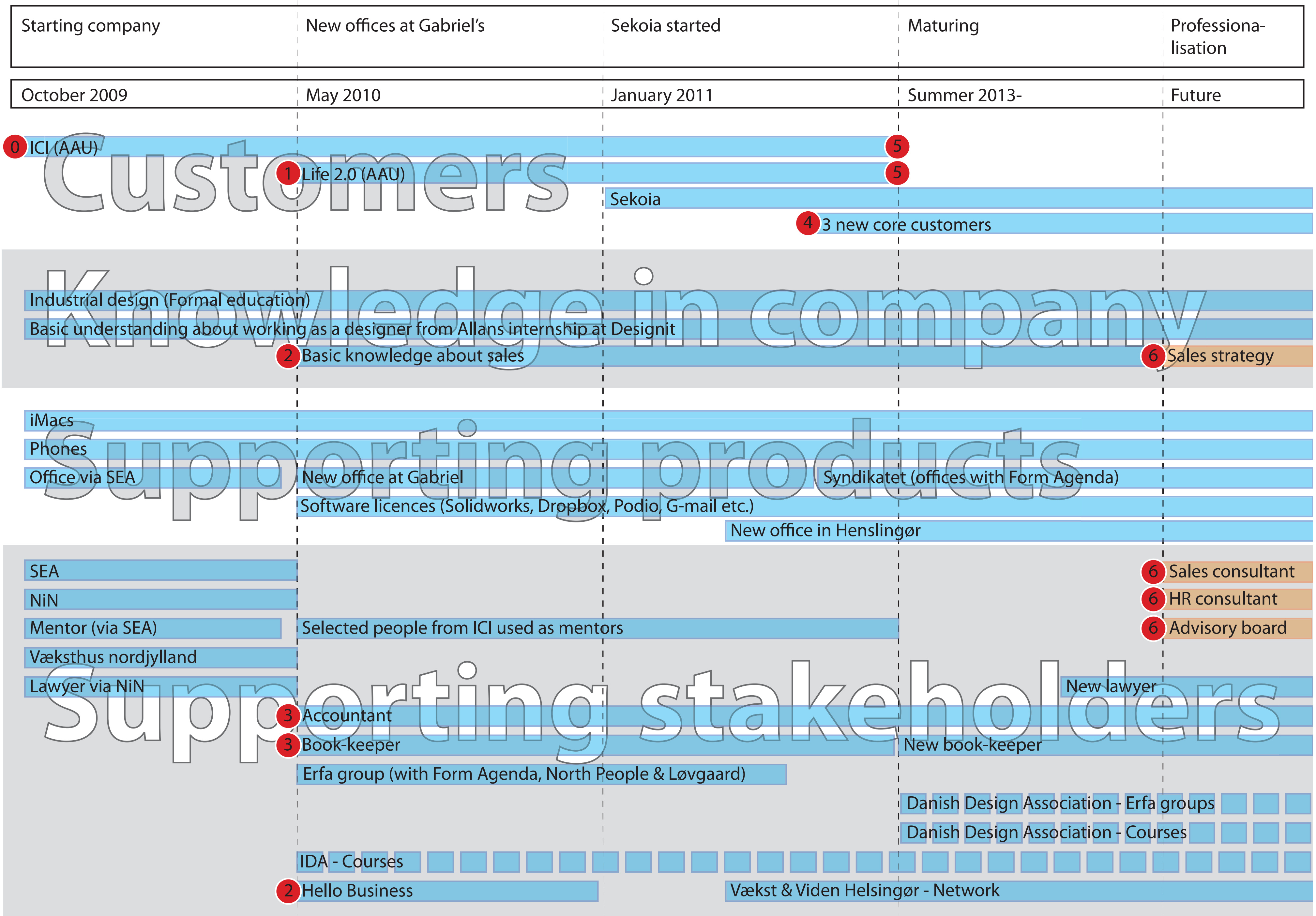


Figure 51. StartupWheel(2014) used to map the present competences in Ideaal (Allan Bjerre, personal communication, May 13 2014). Template is retrieved from http://www.growthwheel.com/wp-content/uploads/WORKSHEET_S1.01_360-deg-Screening-Pad.png

Timeline

0 Ideaal was formally founded when they got their first customer: International Center for Innovation (ICI). This provided some safety from the beginning, which according to Allan (Allan Bjerre, Personal communication, May 13, 2014) may also have prevented them from putting a huge effort into sales. Something that may have influenced the first years of the company more than the founders knew at this time. After about six months a lot of changes happened to the company, they moved office space and became more professional in many ways. Around his time 1 they also got their second customer: Life 2.0, an AAU project. This was another project that just came to them without big sales efforts on their part. Even though 2 they also attended Hello Business and acquired 2 basic sales knowledge around this time, they did not spend a lot of time on sales work because the two big projects took all their time and according to Allan (Allan Bjerre, Personal communication, May 13, 2014) prevented them from doing the work they actually wanted to do. Around this time they also outsourced 3 accountancy and bookkeeping, maybe this could also have been a natural time to invest in some sales work, either in house or outsourced.
After about two years in business 4 Ideaal finally gets three new core customers. It is my impression that Allan wished this had happened much earlier (Allan Bjerre, Personal communication, May 13, 2014). After almost four years in business, 5 ICI and Life 2.0 end and Ideaal is free to focus on other customers. Allan describes the following period as maturing of the company (Allan Bjerre, Personal communication, May 13, 2014), which I think implies some sort of relief of finishing the two first customers. At this point they are finally free to shape the company as they like. The two big customers has provided some safety during the startup period, but they have also made that period last for four years, while blocking for other opportunities. Today, after more than four years in business, 6 they have started to discuss making a sales strategy for the company, something they have not had until now. They are also discussing to get an external sales consultant, an HR consultant and an advisory board.

Figure 52. Detailed time line for the startup process of Ideaal (Allan Bjerre, personal communication, May 13 2014). A simplified time line can be found in Figure 5.


Starting company
New offices at Gabriel's
Sekoia started
Maturing
Professiona-lisation
October 2009
May 2010
January 2011
Summer 2013-
Future
Customers
0 ICI (AAU) 5
1 Life 2.0 (AAU) 5
Sekoia
4 3 new core customers
Knowledge in company
Industrial design (Formal education)
Basic understanding about working as a designer from Allans internship at Designit
2 Basic knowledge about sales
6 Sales strategy
Supporting products
iMacs
Phones
Office via SEA
New office at Gabriel
Syndikatet (offices with Form Agenda)
Software licences (Solidworks, Dropbox, Podio, G-mail etc.)
New office in Henslingør
Supporting stakeholders
SEA
NiN
Mentor (via SEA)
Selected people from ICI used as mentors
Væksthus nordjylland
Lawyer via NiN
New lawyer
6 Sales consultant
6 HR consultant
6 Advisory board
3 Accountant
3 Book-keeper
New book-keeper
Erfa group (with Form Agenda, North People & Løvgaard)
Danish Design Association - Erfa groups
Danish Design Association - Courses
IDA - Courses
2 Hello Business
Vækst & Viden Helsingør - Network

I start with a brief description of my project and tell about my plans for research at this point. When I mention Væksthuset, Michael say that they are really competent, and that he has used them a lot.

I ask Michael to to give a short description of his company, its development and his role.

It started when Michael was contacted by his co-founder (Karsten). Karsten had an idea, but had no plan for monetization – how to make money on the idea. This became Micheal's primary role in the company. In the beginning it was only these two guys, the idea was an it-concept, but none of them had any it-competences. Karsten made communication strategies before Idify, his company sill exists, but is not active anymore. In the beginning they both worked in Karsten's company to create income while they started Idify. Today Karsten's company is inactive, but they still have some platforms that are easy to execute if anyone asks to by them. Today they are four owners in Idify, but more about that later. The concept was presented to Aarhus municipality, who bought it based on a power point presentation and paid 2/3 of the price up front for a two year contract. In January 2013 they started development with the funds from Aarhus municipality, and has not received any other investments to this day. It would have been hard for them to get investments, as they did not have a proper plan for scalability at the beginning. This is because they sell to institutions today. In the future they would like to sell to private customers in other countries such as USA, Australia and southern Europe. However it is hard to get out to these private customers, as it is hard to control who to target. Sometimes it is the grandchild who finds a digital product like Idify on the social media. In these countries they are not as actively reaching out for new solutions as we are in Denmark. Idify is Michael's first startup, but his three partners has all started companies before, all in the communication industry. Karsten had a classical communication agency and the two new partners had a more digitally oriented agency that made apps before they joined Idify. In January 2013 they started IT-development with an external partner in India. It worked really fine in the beginning, but over the summer it started to go wrong. The Indian developers never really reached goal with their development. In November they decided to pull the plug as the collaboration was not sustainable. They stopped the collaboration and started to look for danish developers instead. They used what they had at that time as a scraped beta-version. Then they found the two new partners, Mikael and Jeanette, who owned their own company at the time called Sort Kaffe. They joined the company and got ownership of 1/3 of the company together. Mikael and Jeanette joined Idify in February 2014 and they launched in April same year, after a few months hard work. This is just a few weeks ago today. Idify was founded in Aarhus, and this is where they 3 other partners are still situated today, Michael is situated in Copenhagen.

I brought a Growth Wheel (http://www.growthwheel.com), which is a tool also used by Væksthusene, and asked Michael to help me fill it out as we discussed each point in the circle. I asked him to reflect on how strong they are at each field in the circle, together and in elation to each other. The first field is Networking, which Michael rates very high. He rates himself highest in this category, followed by Jeanette, and then Karsten somewhere below. Michael and Jeanette is more outgoing, where Karsten is more outreaching. Marketing is the next field, which Michael does not rate very high. Karsten is highest in this field, followed by Michael. Michael is more theoretical, where Karsten is more hands on, as he also has more experience. In the next field, Sales and Services, Michael rates Jeanette highest, with a score just above average, followed by himself. (future focus area?). Communication and PR is next, with Karsten as the most qualified. Michael positions him just above average.
They also use an external consultant, to help create a branding profile (future focus area?). Mikael and Jeanette is primarily working with communication platforms, and are not so strong in this category regarding the daily business. Karsten is also driving the branding, which is the next field in the circle, with assistance from the same consultant as mentioned before. This field is not really peaking and Michael rates it below average. Michael explains how they are currently selling to institutions to establish a cash flow, but their scalability (and future plan) is on the private market. Currently they are working hard to close the sales to the institutions, but branding wise they should actually be focusing on gearing the company towards the private market. But if they focus too much at the private market at this point, they will not be able to close the sales to the institutions, which which they cannot afford to loose. Michael says that this shows in their

branding, which is not very clear. Financial is the next field, with Michael as the primary person and support from Mikael. In the next field, funding, Michael is also the primary person, with support from both Mikael and Jeanette. Michael rates both fields as a bit above average. I ask what Michael thinks about when he rates funding, and he says that they are looking for funding now, and that he thinks of funding as both financial and knowledge, e.g. in the communication with potential board members etc. Michael also handles partnerships with external companies. The next field is Production and Deliveries, which is primarily Mikael and Jeanette, followed by Michael. Michael makes a strategy that Jeanette then specifies for Mikael who then execute it. He rates this field very high. The next field is IT Systems. We agree that this is the IT-tools used by the company, and not the product they develop. He rates this field quite low. Although Mikael has a lot of IT knowledge, it is not really applicable in this field, as he primarily has experience with big expensive systems, which they can obviously not afford at Idify. This field is handled by Michael and Mikael and he rates it a bit below average. They have used Podio earlier, but now they use office 365, which is a more complete suite. Then they use Insightly as a sales force / CRM system. They use Dinero for economy. Next field, Facilities, is not really relevant for Idify at the moment, as they do not have one common office. Michael rents an office in Copenhagen at CSE, Karsten has a home office and Mikael and Jeanette has kept their own office from Sort Kaffe. At Legal issues, Michael states that he has the responsibility, but no competences. They are currently working on getting an external adviser into the advisory board. When they made the contract with Aarhus municipality, they used their legal advise. Michael says that when working with OPI (offentlig privat innovation), there are a lot of standards available, so it is no so complicated from a legal perspective. Michael's girlfriend is educated as a lawyer, so he can also get a lot of advise from her and her friends. The next field is Business process. Michael says that he know what is needed, but they are not able to execute it at this point. Partly because they a scattered across several locations, and partly because they are actually too few to run a business that is has already launched. So this field ha low priority at the moment. Michael is primary responsible in this field, but with support from Jeanette, who has experience from bigger companies. Michael says that if they only focused on selling to institutions, they could run the business with the current crew, maybe with a few interns. Next field is Partnerships, which is also primary Michael. Mikael and Jeanette are outreaching in this field, and then Michael step in to finish the deals. He says that this is because he has a more strategic view. When we talk about partnerships, Michael includes both customers and collaborators, which seems to often be the same due to their early state where they still get a lot of feedback from their customers. Employees is the next field. They do currently not have any employees, but Michael mentions Sylvan who is a salesman who is disemployed from his previous job with 9 months pay. This allows him to work for Idify for free and they have agreed on 4 months, with provision on finished sales. He is of German origin and works as a salesman for Idify at the German market. The deal is that if he continues for 6 months, he can get up to 50% of sales for 1 mio. DKK. If both parts are happy after 6 months, he will be offered to join the company and start a German division. This responsibility is at Michael and Karsten. Next field is Ownership and Board. They do currently nor have a board, so they do not score very high on this field. At Market position, we talk about Sekoia. Michael has made a lot of marketing earlier, but now Jeanette is taking over more and more. He talks about how he finds it hard to create a strong organizational culture in such a small company, where they each have their own responsibilities. Next field is Customer Porto folio, Michael places Jeanette and Karsten at the top of this field, and rates id around average. Although they only have two customers, they have a decent pipeline, according to Michael. Revenue model, the next field, is Michael's domain, and he rates is just about average. Next field is Product portfolio. Michael says that they share this field equally. Although they only have one main product, they also have some add-ons for the institutions. The final field is Business idea, again Michael says that they share this one equally. Although Karsten originally came up with the idea, they find it important that all partners have a buy in on the idea.

After filling out the Growth Wheel (http://www.growthwheel.com), I ask Michael to briefly reflect on their team as a whole. He says that the Growth Wheel (http://www.growthwheel.com) we have just filled out shows the process they have been through during the last year quite well. Before Mikael and Jeanette entered the company their primary focus was on Products and deliveries, i.e. developing their product. When Mikael and Jeanette joined, they proceeded to focus on this area in order to launch as quickly as possible. This means that the task of dividing the work is still very new.

Next I asked Michael to help me fill out a time line for Idify.

They started on a conceptual level in the summer 2012. They worked on the concept until December 2012. They used Aarhus municipality as a case from the beginning, but did not make the contract until January 2013. From the very beginning, Karsten has knowledge about communication from his previous work and Michael has knowledge about business development, primary from his education, but also from a bit of work experience. Karsten also had some personal knowledge about dementia, as his cousin suffered from this decease. They also had some professional knowledge about dementia, as Karsten's wife health and care executive (sundheds- og omsorgschef) in Aarhus municipality, and has worked with dementia. She has also played an important role in the beginning of the company's history. They also established a collaboration with Demens Centrum from the beginning, who provided specific knowledge about dementia.

Michael was introduced to Karsten via his network in Aarhus. At the time when he met Karsten, Michael was unemployed. Karsten told him that he had this idea, but he had no idea about how to make money of it. Karsten had a very broad vision about a broad communication concept, without any specifications defined and without knowing what worked and what did not. The first six months was used to define the specific concept they sold to Aarhus municipality. At the beginning they only used Google docs for organization, and then they used Prezi for presentation. After a while they also started to use Tumult Hype, to make HTML mock ups.

At January 2013 they signed the contract with Aarhus municipality and received 2/3 of the pay up front which is ¼ of a million DKK. In April 2013 they participated in a convention called Careware, and present the concept to a lot of potential customers and build pipeline. The convention lasted for 3 days, and after the first day, they adjusted the concept to the feedback they had received, and only presented the most popular features during the following two days. This turned out to be exactly what the potential customers wanted and resulted in an establish a contact to Ballerup municipality. In this period they added Podio and Skype to their suite. Skype was used to communicate with the Indian developers they started working with from January 2013. The Indian developers also provided a time management tool, that allowed Michael to follow their work closely, based on the overall plan he had provided. Demens Centrum Aarhus is now both a collaborator and a customer as Aarhus municipality buys Idify to use in Demens Centrum Aarhus. They use Demens Centrum for Co-design as well as branding and amongst other activities the run some workshops with them. Around May 2013 they received some sparring from Østjysk Innovation.

At summer 2013 they experience a crisis evoked by several factors. One important thing is that Ballerup Municipality was supposed to buy a license at this point, but the grant is missing and they are not able to pay. Ballerup Municipality is still present and interested, but the contract is put on hold for a while. Another big issue is that the collaboration with the Indian developers is starting to go wrong. Michael says that they lacked technical competence. Michael is able to read some code, and understand what it does, but he is not good enough to evaluate if the code is good or bad. He says that the both lacked technical knowledge and IT-project-management competences. The collaboration continues for a while before it is stopped at November 2013. In October to November Michael attends conferences in England and USA, where he achieves an international understanding of issues related to dementia. In the summer 2013 they replace Google docs and Podio with Microsoft Office 365.

After the collaboration with the Indian developers is stopped, they go for a few months without development before they take in Michael and Jeanette in January 2014. In January 2014 they also succeed with making a new contract with Ballerup Municipality. In May 2014, short after launch, they receive the final 1/3 of the payment from Aarhus municipality. Between January and April 2014 they also manage to build a pipeline with 8 municipalities and at launch they have 50 private users. From March 2014 they begin to focus more on sales, with Mikael and Jeanette in the field. They learn the difference between the ones who uses their service and the ones who pays for it. Michael and Jeanette has a lot of experience with sales, but during this period they get familiar with the market Idify is operating in. In November 2014 they start a collaboration with Væksthus Hovedstaden and Kora as external partner, as a part of he contract with Ballerup municipality. Væksthus Hovedstaden pays for Kora's engagement I the project, so that Idify only pay for their own time. The deal with Ballerup Municipality is that they pay to implement Idify after the project with Kora, and this time the money is already set aside. Around new years 201/14 they also get in touch with Syddansk Innovation, who has access to some EU funds which Idify is hoping to get access to in the future. Around January 2013 Michael got in touch with Accelerace the firs time. At that time they had to prove that they had made two sales in order to get accepted to the program. As the contract with Ballerup municipality was delayed in the summer 2013, the hope of attending Accelerace also faded. Around January 2014 Michael started to contact them again and he hopes to participate at some point, but nothing is sure at this point. In

2014 they have also got in touch with Connect Denmark. The contact was established through Michael's participation in Growing Games during the spring.

Finally I ask Michael to evaluate the overall process of starting Idify and reflect upon what kind of help he could have received to make the process better.

He says that in the beginning he was not aware that he lacked important IT competences, and later it took him too long to realize that he should stop the collaboration with the Indian developers. At Careware they started to build a momentum, that they were not able to exploit because of the sudden interruption of the IT development. And in England and USA he established an international interest that they were not able to follow up on either. This resulted in a situation where they lost a lot of momentum that they had started to build. Michael says that it is hard to say how these problems could have been avoided, but if he had to start over with the knowledge he have today, he would probably have started more 'grass root'. They started with funds from Aarhus municipality early on, which allowed them to buy a developer right away. If they had hooked up with a developer from the beginning, who had a buy in on the idea, Michael believes that they might have been able to achieve a more agile process. He agrees that they could have benefited from having a better team, with a more technical profile from the beginning. The had communication and business understanding, but lacked the technical understanding. I ask if Michael believes they could have benefited from getting assistance from Væksthusene or similar programs earlier on. Michael answers that he was not very active in the startup environment back when they started, partly because he was not aware of which competences were needed on their team. He thinks he would have benefited from having a mentor who should either have experience with entrepreneurship or selling to municipalities and institutions. Michael says that they were almost too focused on getting the money from Aarhus municipality, whereas if they had had a developer on the team, they could have developed the product further without being so depending on the money from Aarhus municipality. I compare their situation to Ideaal, who got carried away with having one big customer and forgot to focus on new ones and ask it this is a problem Michael can recognize in Idify. He answers that this is not something he can recognize, but that Aarhus municipality and especially Demens Centrum Aarhus has contributed with important knowledge as well as credibility. Michael says that they thought that everything was good when they had the money, the concept and the market validation, and that they could have benefited from knowing more about the technical issues of developing the product. It turned out to be very hard to incorporate the necessary iterations with the Indian development team, as they did not possess the necessary knowledge in the team. Micheal once again concludes that a good mentor would have been an advantage for them. It would also have been a help if they had teamed up with Mikael and Jeanette from the beginning, so that they had had the technical knowledge in the team. Michael finally concludes that their business strategy was right and that if all milestones for the development had been reached on time their process would have been much better. So the bad development process also had a negative effect on the otherwise good business strategy.

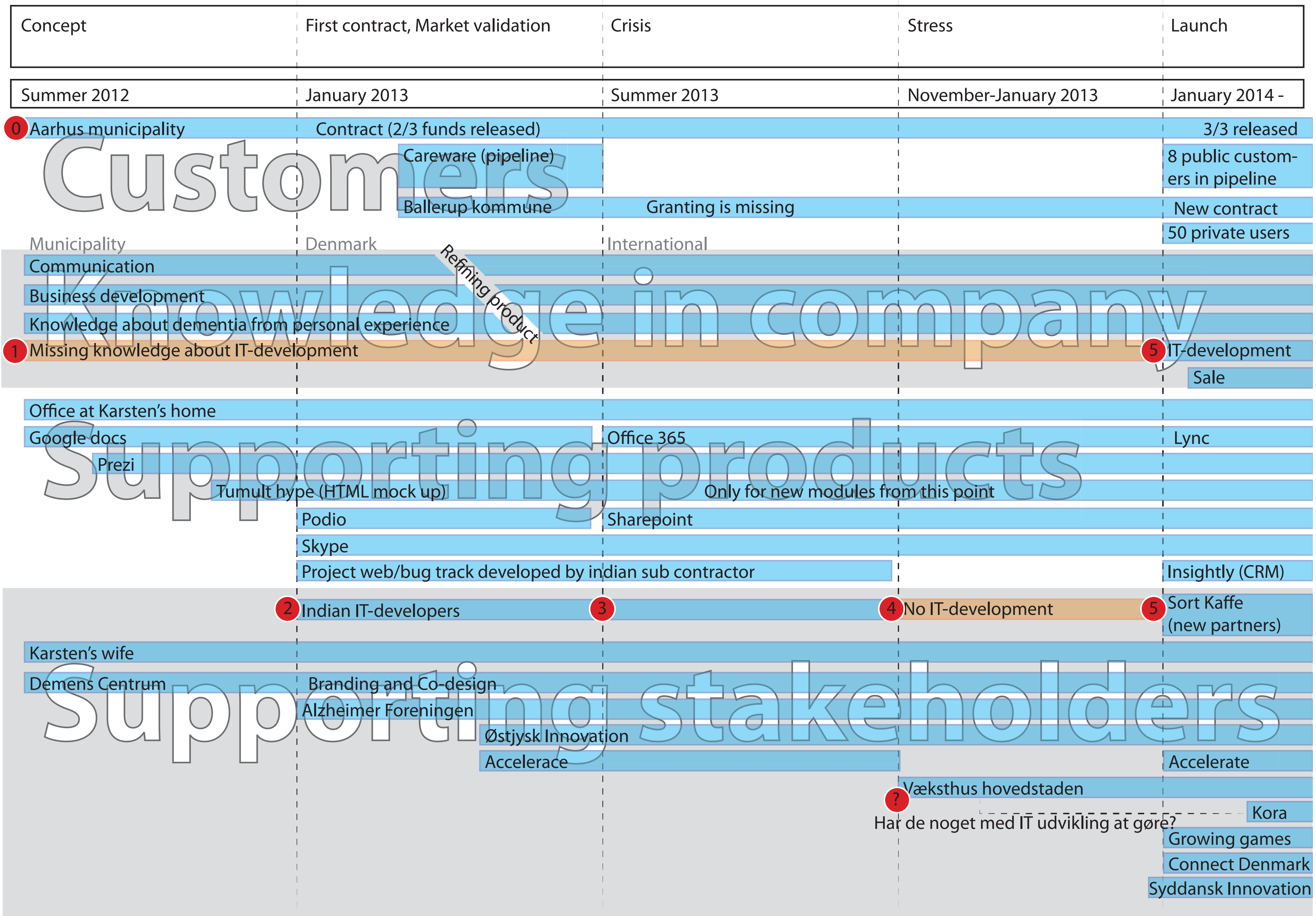
Finally I sum up the things that Michael agrees could have had a positive effect on their process: A stronger team with a more technical profile, a mentor who could contribute with knowledge about the technical challenges, an incubator environment that would also have contributed with new knowledge. Michael says that being spread over several locations also affects the decision making by making it difficult to brain storm and thereby sharing more knowledge internally. Only about two times a month the whole team is in the same room. For a startup business Michael wishes for a tool that is not just a project management tool that controls tasks and calenders, but also helps visualize the vision, and development in market strategy etc. He think their team is lacking some sort of communal white board, they can refer to when having online meetings. I ask if Michael imagines a solution that is an app or if it could also be a consultant who makes sure to bring these topics up and help to organize them at the right time. Michael agrees that this could just as well be the solution. Together we condense Michael's idea to a need for a red thread made visible through the process of the startup.

Figure 53. StartupWheel(2014) used to map the present competences in Idify (Michael Nørkjær, personal communication, May 16 2014). Template is retrieved from http://www.growthwheel.com/wp-content/uploads/WORKSHEET_S1.01_360-deg-Screening-Pad.png

Timeline

In the summer 2012, 0 Idify sells their concept to Aarhus municipality, based on a muck up with no functionality. They get payed 2/3 of the price up front, which finances the development of their product. At this point, 1 there are no appreciable IT development skills in house. They refine the concept for a while, before 2 starting IT development with an Indian subcontractor around January 2013. After about six months 3 they enter a critical period in their collaboration with the Indian subcontractor. This is in the summer 2013. The crisis goes on for another half year, until 4 the collaboration is finally stopped around November 2014. They go without IT development for a few months, before 5 they take in "Sort Kaffe" as new partners around January 2014. Sort Kaffe was an app development company, and they posses the necessary competences to continue the IT development in house.

Figure 54. Detailed time line for the startup process of Idify (Michael Nørkjær, personal communication, May 16 2014). A simplified time line can be found in Figure 6.


Concept
First contract, Market validation
Crisis
Stress
Launch
Summer 2012
January 2013
Summer 2013
November-January 2013
January 2014 -
Customers
0 Aarhus municipality
Contract (2/3 funds released)
3/3 released
Careware (pipeline)
8 public customers in pipeline
Ballerup kommune
Granting is missing
New contract
50 private users
Knowledge in company
Municipality
Denmark
International
Refining product
Communication
Business development
Knowledge about dementia from personal experience
1 Missing knowledge about IT-development
5 IT-development
Sale
Supporting products
Office at Karsten's home
Google docs
Office 365
Lync
Prezi
Tumult hype (HTML mock up)
Only for new modules from this point
Podio
Sharepoint
Skype
Project web/bug track developed by indian sub contractor
Insightly (CRM)
Supporting stakeholders
2 Indian IT-developers
3
4 No IT-development
5 Sort Kaffe (new partners)
Karsten's wife
Demens Centrum
Branding and Co-design
Alzheimer Foreningen
Østjysk Innovation
Accelerace
Accelerate
Væksthus hovedstaden
?
Kora
Har de noget med IT udvikling at gøre?
Growing games
Connect Denmark
Syddansk Innovation

Interview with Janus Krarup, Copenhagen Business Service - June 18, 2014

According to Janus, Copenhagen Business Service (Københavns Ervhervsservice) has a double function of advising entrepreneurs on one side and screening growth entrepreneurs, who will be forwarded to Væksthusene. They also collaborate with Væksthusene to provide local business service in the small municipalities in the region, who do not have their own local business service. Væksthusene can see that there are significantly fewer entrepreneurs from the municipalities with no local business service, but it is unknown for what reason this is. However it is important to Væksthusene to provide this service to the small municipalities as well.

Janus' experience is that one of the biggest challenges in working with the entrepreneurs is working with immigrants, as they do not have the same confidentiality with the public system as people who grew up here. Another challenge is cost efficiency. This is an area they are currently trying to enhance. The philosophy in Copenhagen Business Service is that the entrepreneurs should be able to take care of them selves. Therefore their service is not to hold their hands, but to give a gentle push in the back and speed up the process of clarifying if the entrepreneurs idea is realizable. For many entrepreneurs this is done through courses and seminars, which is the first touch point for most of their clients. A lot of the entrepreneurs only attend one course, while some attend more courses and some also get one to one counseling after attending the first course. Another challenge is that most entrepreneurs have some blind spots. This can either be on the market side or on the product side. Copenhagen Business Service's job in this case is to identify these spots and help the entrepreneurs accelerate an informed decision of either realizing the idea or not. This seems to be Janus's primary focus, which is also the theme of a report from Symbion he mentions several times.

When I show Ideaal's process to Janus, his feedback is that their challenge of prioritizing sales and establishing a steady cash flow through multiple clients is a quite normal challenge for a new company. Again he mentions concept of getting feedback on the company concept via the actions of the entrepreneurs. Go into the field and get some feedback on the ideas. The problem of having the competences, but not acting on it (in Ideaal's case sales activities) is very normal according to Janus “Wen you are in the comfort zone, you want to stay there”. Copenhagen business Service's strategy is to identify the blind or weak spots by using the growth wheel (reference), and then trying to help the entrepreneurs acting on it. Their experience is that the truth is not found on the desktop, but in the field where the clients are. However most of their offers are earlier in the process, and their most common goal is to help the entrepreneurs evaluate their idea and either acting on it or not. In that way the purpose of Copenhagen Business Service is often to visualize some of the very basic challenges, such as permissions, getting customers etc.

Janus does not think it is a problem for them to get in touch with the entrepreneurs. Most of them comes by them selves, they have 6000 contacts every year, with 3000 unique contacts. This means that most of their users only have one contact. Most of the entrepreneurs has found Copenhagen Business Service on Google or heard about the via word of mouth.

Janus also mentions Accelerace, which is a high end offer for startups with growth potential. At Copenhagen Business Service they have been inspired by some of the methods and tools used in Accelerace and try to use some of them on their own clients, which has been a success. These methods are focusing on market valuation and getting commitment on an idea before continuing working on it. This was done as a temporary project called speed to Market, which is now shut down. The primary purpose of the project was to qualify the advisers, so in that way the learning of the project still live on. He talks about entrepreneurship as a trail and error process and mentions the report from Symbion again. This is very much what Idify has done, but if they had been in contact with Copenhagen Business Service, they would most likely have been advised to focus more on the issue of IT competences. However Janus also says that both Idify and Ideaal are probably at a level above their most common clients. They would have been very welcome, but they would probably have moved further very quickly, e.g. to Væksthuset.

When I ask Janus about the theory of entrepreneurs not adapting to mistakes made by others, caused by a higher self confidence, I am not sure if he completely understands what I mean. He answers that he has talked to Peter Thorstensen (Head of Symbion) about this and that their data shows that 2/3 of the entrepreneurs are not very skilled and 1/3 is very skilled. He says it is that same for most other segments. One thing that he says Symbion can see from their data is that the ones with the best chances of success are the ones who succeed at reaching their first target. He does not know why this is, but suggests different reasons, e.g. the self esteem that comes with success or validation of the idea. He talks about how entrepreneurship is always a combination of skills and luck. This means that if you do not reach your first target, it does not mean that you cannot be a great entrepreneur, but the idea in question may not be the right one. This again relates to Speed to Market and the report by Symbion. He talks about cost efficiency and mentions how the most successful entrepreneurs set a very "cheap" first target, in order to evaluate if the idea has any quality at all. This can be 10 hours, 1 million KR or whatever. The idea is that the entrepreneurs sets a target that he can afford to loose and move on if it fails.

At this point we agree that we do not share the same target group. Compared to my target group, theirs is broader and earlier in the process. They take in all startups, from hairdressers to innovative products. But the most innovative and growth oriented are quickly passed on to Væksthuset.

I asked him to evaluate mi scenarios:

"Project Calendar": This scenario is following the entrepreneur closer than they do at Copenhagen Business Service. Janus believes in something more simple, a list with 2-3 focus areas, e.g. No IT competence, Only one customer etc. then focus on how to solve these challenges and determine if it is a problem or not. Which actions are needed in relation to these issues and what can we learn from this. Copenhagen Business Service does not offer any tools or assistance on how to solve these issues, but focuses on identifying them. It is clear that Janus wish they were better at solving the issues too. He suggests to focus on tools that can focus on getting fast feedback on the ideas and mentions video sketching and crowd funding as possible tools. He also mentions platforms such as MatchSME, oDesk and freelancer, that enables the entrepreneur to easily try to sell their services and see if there is an interest.

"Full support": He mentions Dansk Mode og Tekstil (a branch assosiation), who has made a platform called KiCK that does more or less the same. We agree that this scenario might be better suited for a narrower target group, who share the same challenges. I the fashion industry they share a challenge of changing collections.

"Perfect overview": Janus agrees that the danish/Copenhagen startup scene is missing something that connects all the different actors. In New York they have a web page called startup.ny.gov, that provides access to all the different offers, he thinks something similar could work in Copenhagen.

"The entrepreneur network": This one is very similar to what Janus just told about MatchSME, which he thinks could be a good idea. It is not clear if there is room for another player in this field.

"Testing an idea": Janus likes this idea, but he thinks it will be hard to build a database of volunteers. He thinks it is essential that the service is free to use for the entrepreneurs. They are usually willing to pay for rent, but this kind of service will be very hard to get any entrepreneurs to pay for. He questions if the concept is possible, but he likes the idea if it is.

"Relevant Networking": He seems to like the idea, but he also talks about the technological challenges, how to match the interests.
He confirms the value of networking as an entrepreneur.

When asked what Janus thinks is missing on the Copenhagen startup scene, he answers connectivity. All the elements are there, but they could benefit from some kind of platform that strengthen the connections between the different actors. There is enough capital, talent and everything else. He says that the connectivity is slowly getting stronger too, and mentions #cphftw town hall meetings, which is made by a group of IT entrepreneurs. He thinks Copenhagen could benefit from more of these grass root movements within the field of entrepreneurship.

From my scenarios he finds that the most relevant are the ones that relates to networking and connecting the different offers (e.g. "The perfect overview"). He encourages me to go to one of the town hall meetings.

Michael asks what my goal is with the project and says he thinks is it important to differentiate between the different types of entrepreneurs. I give Michael a short update on my project and the process until now. He asks if my target group is small and medium sized companies or if it is entrepreneurs starting up? Do I define the target group based on how long time they have been in action or how far they are in their process. When will my program start and end (in the company life cycle)? Michael states that a startup has different needs, depending on where they are in the cycle, but also depending on what their product is and which industry they are in. According to Michael one of the problems with the existing programs is that they generalize too much in order to welcome a broad target group. He says that there are some phases that more or less every startup has to go through, but it is very individual when they go through these phases. He believes that a service like mine has to focus a lot on the individuals and analyze the individual companies. He believes that a service setup/service system should definitely focus on clarification in the beginning. Who are these entrepreneurs, what kind of product are they working with and in which industry? Where do they need help? He believes that it is OK to have a program for a broad target group, but the first step has to be some sort of analysis that puts the entrepreneurs in one of several categories in order to give them a tailored service. Typically this would be done with an personal meeting, where a consultant talk to the entrepreneurs. It could also be a questionnaire Michael says that my task in this regard is to understand what makes the startups similar and what differentiates them in order to chose the right way to categorize them and provide tailored services. He says that many programs (specifically the public offers) generalizes the entrepreneurs in order to welcome a broad group. In his opinion this makes a low quality service. Michael also differentiates between growth companies and consultancy companies. Growth companies are innovative and product focused, they are trying to design a formula that allows them to automate their business, so that one sold product does not equal one man hour. On the other hand consultancy companies are selling their knowledge or expertise. It is hard for them to scale their business, as their service offering is selling their own time. If you are selling time it is not scalable.

Michael says that a scalable IT business has more in common with green tech and clean tech than with a IT consultancy business.

Michael has a master degree from Aalborg University (Humanistisk informatik og kommunikation). He has done a lot of work with starting associations and small businesses: event management and web etc. He has worked with medico companies about starting a new product. He worked with their identity, communication etc. He has worked in Venture Cup for five years, first in Syddanmark and later in Copenhagen. He was CEO for the last two years. When he started they were five employees, and when he left they were 25. They had approximately 500 teams at Venture Cup every year. The quality got higher every year. But he has both experienced a lot of skilled and a lot of unskilled startups. In Venture Cup the companies are rated on the scalability of their concepts, which is also Michael's focus today. However he stresses that there are nothing wrong with other ways of running a business, but his expertise is within scalable business concepts. Michael says that “iværksætter” means someone who starts an innovative, scalable business, not a consultant.

Michael argues that the more I know about my target group and their needs, the better the chance I have of making a successful service design. He believes that it is easier to make the right solution for a narrow target group. That does not mean that it is not possible to make a program for a broad target group, but a broad program needs to begin with a selection, that divides the participants into narrower target groups, that are easier to satisfy.

I present four selected scenarios in order to get Michael's feedback on my different ideas:

“Perfect overview”: Michael mentions CSE and how they talk with the entrepreneurs in the beginning in order to understand their specific needs and advise them in relation to this. He says that he doubts how much of this procedure they have written down, and he would definitely advise me to contact them regarding this scenario. He thinks that they would also be able to tell me if there is an existing platform that could incorporate an idea like this one. He also mentions Torsten Kolind from YouNoodle (former CEO at Venture Cup). They have made a platform that can administer startup-competitions: screen applicants and match them with jury members etc. YouNoodle saves the profiles of all users,

and acts as a social media for entrepreneurs. They work with a screening process, where they ask the entrepreneurs some questions when signing up, which helps categorize them. One of the questions is something like “what is your next step”. Michael advises me to talk to Torsten Kolind if it is possible and also offers to introduce me. However he is very busy.

“Relevant networking”: Michael's feedback is that there are a lot of networking events out there. He does not think that there is a need of more events. He also says that there are some web pages that handle events already. There is a specific one that he does not remember the name of, that filters event based on interest groups. He also mentions #chpftw (Copenhagen for the world), which has started a lot of discussions. He also mentions facebook groups and says that there are generally too many sites that register events already. The only way to make it easier to find the relevant events is to make a new site, which will in the end just add to the chaos.
At the physical event, he thinks that there is some room for improvement. He talks about how it is important that there is enough time for networking and so on. This could include colored labels on the name tags or it could be a speed dating setup. A lot of the entrepreneurs are poor a networking, so a concept that makes this easier could be helpful. However he thinks it is essential that there are some unplanned time for free networking at every event. He also mentions name tags and serving beer/sandwich etc.

“Service provider journal”: I refer to Janus Krarup's wish of a more connected startup scene. Michael asks why it should be more connected and I say that I think it is to be able to better collect knowledge. He agrees that this could be a benefit of a more connected startup scene. He refers to UGE47 (entrepreneur week), where Erhvervsstyrelsen took on the role of coordinating manager. They invited all the actors to participate in coordinating network meetings through out the year, which has been a success. He says that Væksthusene are not popular amongst growth oriented entrepreneurs. He says that many entrepreneurs uses network instead. He also mentions CSE and accelerator programs as more popular alternatives. He speaks warmly about CSE and Connect Denmark. He seems to like the idea of the journal, but he stress that it will be impossible to make the entrepreneur fill out the journal. He also says that it is hard because people do not use all the organized services, so the journal will not be complete anyway. Again he speaks specifically about growth companies. He believes that growth companies benefits most from talking to people who has started a growth company by themselves. He also stresses that everything cannot be formalized in entrepreneurship. When I refer to Idify's story, his response is that this could happen to everybody, and if they had to wait for the perfect team that would never have started. He talks about the importance of being good at reaching out to experts on the specific areas they work with. He calls this experience hacking. I bring up the difference of being expert on process and expert on content. He thinks that experts on process can be relevant, but in his team they already have experience with the process. For my target group however, experts on process can be relevant. He says that people who fail with their first company have a greater chance of failing with their second and third companies too, but then they tend to get more successful with their fourth company. He argues that this is about the point when they reach 10.000 hours, which some study has shows is what makes an expert. When I say that my goal is to help the entrepreneurs skip some of those hours, he says that the most popular mentors are the ones who know when to step back and let the entrepreneurs make their own mistakes and get their own experiences. He likes the idea of having a journal and mentions a company called Human IPO, where they make a log book for startups looking for investors, so that the investor can get a better overview of the company. However he is certain that the concept I propose is not possible.

“First target”: He agrees that it is important to set a first target and evaluate it. He also think that it can be fruitful to get some sparring and talk it through. He thinks it is important to evaluate the first target, in perspective of the overall goal/direction of the startup. What should the first goal be in this relation? What is the first goal if you need investments? Or what if you need to hire? Or maybe decide whether or not to proceed with a concept? He thinks this can maybe substitute the business plan, which has earlier been an important parameter for evaluating a business. The business plan is not a goal in it self, but rather a statement of intents. It can be a good tool for reflection if it is used correctly, but by many it is just a formula that has to be filled out. If one does not go through all the process of creating valid data for the business plan it is useless by itself. The first target and the business plan are two different things, but Michael argues that the first target should be set in the context of the vision for the startup, as the first target can be defining the future of the company. He argues that it is essential that the first target is related to market validation. He says that there are two risks when starting an innovative startup: technology (is it possible to do) and market (can you make money). This is also something investors look at. If there is not a market, then it does not matter if it is possible to make, therefore the first target must

be market related. In some cases it is possible to find someone who are ready to pay up front, in other cases it makes more sense to look for LOI (level of interest), as the product is so expensive that no one wants to buy it before they are guaranteed it will work.

Michael thinks the first target is definitely the most interesting of the proposed scenarios. He likes some of the thoughts behind the journal, but he does not believe it is possible. He thinks it is really interesting if the first target can be systematized.

He advises me to talk to Accelerace and Startup Bootcamp.

I ask who pays for this kind of services. He says that Accelerace has started to charge their customers via a loan they already give. Startup Bootcamp gives 15.000 EUR and then takes 8% of the company. Most of the other services are free. Erhvervsstyrelsen pays some services, and most of them are paid by public resources one way or another. He suggests that I design a business model where my service is offered by an existing provider.

Interview with Brian List, Symbion - June 27, 2014

Peter Torstensen is in charge of the Accelerace program. Brian's main responsibility is networking and sparring with the startup companies. They have been trying different approaches to networking. Currently they are working with a concept thy call pitch breakfast (pitch morgenmad), where the startups meet for breakfast and pitch in front of each other. The pitches are video recorded and shared on Symbion's web page The goal is not to practice pitching, but to present the companies in a dynamic way and it also provides an opportunity to ask for assistance if that is needed. Although the same company sometimes pitch at more than one occasion, the goal is to get new companies to pitch each time. Another initiative is professional seminars, where they invite an external expert to come and talk about a certain topic. They try to provide the same offers at both their locations, in order to keep some consistency in the communication with the startup companies.

Symbion consists of two office hotels: Symbion at Østerbro and The Orbit at Amager. They also have stakes in Symbion DTU Innovation and COBIS. Symbion also has stakes in Accelerace and plays a major role in this. They have the option to fund via Accelerace and typically fund between 0-3 companies at each program. The can fund up to about a million DKK pr startup, and usually function as a form of bridge investment.

When I ask about the report Janus Krarup mentioned, Brian answers that it is probably related to their two phd students.

He asks who I have talked to so far and says entrepreneurs can have many different backgrounds and thereby many different needs. He differentiates between entrepreneurs with a technical or product oriented background and entrepreneurs with a business oriented background. For the latter he specifically mentions CBS students, who have a strong focus on the business part. He says that it is often the product oriented entrepreneurs who have the great ideas, but they lack the business competences and vice versa. Brian does not know about any programs where these two kinds of entrepreneurs are teamed op in a systematized way, but he thinks it could be a good idea. He argues that it would be a strong team consisting of someone with the great idea, combined with someone with more focus on the market and the business.

We talk about the difference between innovation and consulting. I ask if Brian can see a pattern of innovative concepts converting to consulting. He cannot see a specific pattern, but he answers that many companies do both at different stages in their life cycle. When there are enough money it is easy to be strictly innovative and growth oriented, but if there is not enough money, it may be necessary to offer consulting for some time, in order to survive with the business. Brian says that there are many really fine niche businesses, with consultants working for big and medium sized companies on solving specific issues. There are many consulting businesses at Symbion, but Accelerace is only for growth oriented companies. Accelerace is financed by Erhvervs og Vækstministeriet. They select 25 companies from Copenhagen every year, who is offered participation in the program. This is however not Brian's area.

I ask Brian about the concept of reaching the first target, and refers to what Janus Krarup said about the most successful companies reaching their first target, which he had heard from Peter Torstensen. Brian has not read the report Janus mentioned, but suggests that I try to talk to one of the Accelerace consultants, who work with this problem area constantly.

I ask how Symbion finances the services they offer to their tenants. Brian says that Symbion is owned by a fond, and that the expenses related to their services are covered by their operations and maintenance budget. When they get external experts to lecture, they usually do not pay for it, as they use their relatively big network. The lectures are not allowed to be sales oriented, but it can still be a good way for the experts to network with new startups and sometimes they also get some new clients out of the lectures, if there is an interest for their competences between the audience.

Brian tells me that one of their biggest challenges is to motivate the startups to participate in their network events. In many startups there are only one or two people, which means they have to prioritize to go to a network event in stead of calling a client or do some other urgent work related to their business. Symbion's offers are free for their tenants, but he does not think that paying for a service is necessarily a deal breaker for the startups. Their time is the most valuable for them, so the event has to be so relevant that it justifies not doing some other task.

Brian thinks that the concept of inviting an expert has to be rethought somehow, as someone talking about CEO optimization might not be what makes the big difference for a newly started company, that is still struggling with defining their main business. He says that Accelerace does a great job for the companies they help, but they focus on somehow mature startups. He thinks that there is a need for something similar for immature startups. He does not know about any program that focuses on the young talents. He says that we (the danish society) put a lot of resources into counseling. But he does not believe that counseling is enough to support all the startup talents. Symbion has a vision of being to entrepreneurs what Team Danmark is to athletes. This means teaching talents how to become better at what they do and train them and finance them. Symbion wants to facilitate them and put them together an match them up against each other. No one is currently doing this in Denmark. The government offers resources for counseling, but they do not assist in facilitating the talents. He says that the same goes for Accelerace: they work with the startups and offers a lot of advice and if the startups are lucky they can get some financing at the end of the six month program. Brian thinks the entrepreneur environment in Copenhagen is way too fragmented, and that collecting all the startups in one place would create a critical mass. He mentions a company at The Orbit, who as grown big and does not need Symbion's services any more, for them The Orbit is just cheap offices. Brian thinks that the right timing to help the startups is within the first 1,5-2 years, when they reach between 3-6 employees. They try to do this at Symbion, but Brian does not think that they have found the right way to do it yet. In fact he does not think that anybody has found the right way to do it yet. He says that many actors want to tell a story about how hey have found the right solution, but he does not believe that they have.

Brian returns to talk about the young talents, who may not be able to afford an office space. I mention the university incubators, but Brian says that he only have a good impression of CSE. KU does not have any serious offers. He speaks relatively positive about CBS and CSE, and argues that they have a strong focus on the business aspects.

He talked to an Accelerace participant recently, who said that they still needed someone to lean against, spar with and learn from. He thinks they would benefit from a strong network that could take on some of these tasks. With this argument he returns to talking about the critical mass and collecting the startups at one place. Even at The Orbit, Brian argues, it is not good enough. They do not have any big spaces, so most often they can only put two startups together in the same room. Brian would like to put many startups together in the same room.

Symbion's primary offer is office facilities. They do not have any programs for learning and mentoring, only Brian's networking events. However they would like to offer more of these services in the future. Brian says that the would like to offer what he calls a 360 degree service for entrepreneurs.

In the fall they will make what he calls a small test of this concept. They will make a program for the young talents, where they offer a mini-Accelerace program, which is free of charge. During the first six months, the talents will go through a mini-Accelerace program, and then they will be able to stay at Symbion for another six months free of charge. After this point the goal is that the participants have a somehow sustainable business. The program will offer an office at Symbion, teaching, networking with other participants and tenants at Symbion in general. The program will also offer assistance with defining and planning milestones in collaboration with a consultant. They will use the Accelerace consultants for this program.

Brian's primary focus is networking, which he also believes is one of the most important ingredients in a successful business. At Symbion they house 250 startups, who they want to connect to each other. He talks about designing a community, that can house several sub communities for different branches dealing with more specific problems. He mentions an example of cloud computing, if 2-3 companies are working with cloud computing, they could benefit from a small knowledge sharing platform about this topic. He imagines a dynamic networking platform, where ideas can pop up and be taken down again. Or they can develop to sub branches. He also imagines that this network could reach beyond Symbion and include other entrepreneurs in Copenhagen. He mentions Startup Bootcamp and Rainmaking as examples of service providers who take parts of the companies as payment for assistance/development programs. Symbion's talent incubator (as Brian calls their new initiative) is financed by the operations and maintenance budget. Symbion does not want to take parts of the startups as payment, but could imagine to give risk willing loans with a common defined success criteria. If the criteria is reached the company will pay back, otherwise the loan is just lost. At Symbion they think that giving away parts of the startup can have a negative effect on the entrepreneur's motivation. Especially if they take parts of the startup early on, when the value of the company is very low.

I ask how they will screen the startups for the talent incubator. Brian says that the startups will write an application and then there will be interviews with the most promising. Then they will also look at if their offer is right for the companies. If they are a good match. Symbion's, and thereby Accelerace's, strengths is primarily within IT and industry (product oriented). Green tech and bio tech are an examples of an area that is outside Symbion's scope.

I ask Brian how these kinds of services are typically financed and how my program could be financed. He answers that the startup environment is very fragmented. The public programs will only support consulting and teaching, they will not pay for facilitation of a program. A program where the entrepreneurs get some consulting, plan some tasks, execute them and get sparring could be financed with public funds. Another model could be to give a loan that is paid back with interests if the startup is successful, but canceled if the startup fails. Then there is the option to take a part of the company as payment, an investment in the company. Then there is also the concept Symbion uses. They rent out offices, and within this budget they offer some extra services.

I ask how Republikken and SoHo are different from Symbion. Brian is not sure, but he thinks they are more aimed at creative businesses and offers a more hip atmosphere. However he is not sure about what exactly they offer. Republikken also offer some sort of workshops. This is something Symbion has also tried earlier, but it did not really work out.

I start by briefly explaining what happened since our first interview and introduce the concept for my first design concept of setting a first target, reaching it and evaluating it. I ask if Allan has any comments for the concept at this point. He asks about finance. I explain that I have no business model at this point, but that I have been advised to try to make my service a part of an existing offer. Allan also compares my concept to a database of consultants at Væksthusene and to Connect Denmark's spring boards. At Connect Denmark the entrepreneur presents his concept to a panel of advisers, who then give instant feedback. Allan says that it can be hard to absorb all the knowledge in one day (for both parts). I explain how I think my concept is different, in the way it focuses on making the entrepreneur act instead of just receiving information. I refer to what Brian List said about facilitating the entrepreneurs. Allan talks about how they at Ideaal participate in a program via Væksthusene called ViP, that allows them to 'buy' consultants with 80% refund by Væksthusene. He suggests that I can try to make my service available via something like this. He also talks about a concept Ideaal made with Copenhagen Living Labs and Core Team, where they offered innovation check for companies via Vækstfonden. In this setup, the first step had to go through Væksthusene, but the program was executed without further involvement from Væksthusene. Allan could not remember the exact calculations about how the participants paid, but he thinks they paid 100.000 DKK up front and then they would get a 50% refund from Vækstfonden afterward They also had to pay something to Vækshuset for participating

I ask Allan what he thinks about the concept, does he think it makes any sense? He answers that he has just mentioned several similar concepts, so he thinks it makes sense in some way. He raises the question about how to get the consultants and the entrepreneurs to sign up. How is the match made?

We go through the use cases one by one:

Ent: Apply He starts by questioning how to get to the apply phase. What is the marketing plan? I explain that questions in (1) is for matching later. I explain how the description in (3) is for the consultant to read when making the match. I ask Allan what he thinks about the jury in (7). He doubts that the service can rely on an algorithm to approve the participants, so some sort of human control at this point is necessary. However he thinks that this could also just be one person instead of a whole jury. We talk about removing (1) and (2) and then replacing (7) with one person instead of a whole jury (see Figure 38.).

Ent: Match I explain how the entrepreneur is the one who chooses, because he is the most central person. Allan agrees on this process, but suggests to have a meeting at the end of this scenario, before the meeting where they set the first target (see Figure 39.). Allan has done this in the programs he has arranged, and it has worked well as a way to see if the chemistry is right, as this is important.

Ent: Set target I explain that the consultant decides the address, as he might have an office. This keeps administration and cost low. The system suggests an agenda for the meeting and some important questions. The target they agree on in (4) must me marked related. I ask Allan to comment on (4) as I am not sure about this. I show him my diagram for grouping the startups and we talk about how the target could relate to the grouping of the startup. If the startup has business competences, the target can be technical and vice versa. I ask him where Sekoia would be in my diagram, and Allan says that they have both competences in business and technical/product. We talk about how these groupings could be broken further down, as they each consist of many different disciplines. I ask for Allan's input for setting milestones at (5). He draw a diagram that show a hierarchical subdivision of an overall goal (see Figure 40.). I explain how the target and milestones is entered into the system, which functions as a log book. Allan agrees that it is a good idea with a log book, and that the consultant is the one responsible of following up, as the entrepreneur easily forgets. Allan raises the question if one consultant is enough? Maybe this is more relevant later in the process, but he thinks it may create more value to have access to several consultants during the process.

Ent: Register progress I explain how the system encourages the entrepreneur to register progress, e.g. in relation to milestones. Allan ask if it is like a log, which I confirm. I ask if Allan thinks it is possible to make the entrepreneur update the progress. He says that it should be as easy as possible, and not too much to write. He suggests to use check marks instead of text. The check marks could then be based on the hierarchical structure for subdivision of the target and milestones. This structure could be detailed to an extend where it specifies specif tasks, and the different steps could be marked with date, which would then be the check marks for the milestones (see Figure 41.). They did something similar at Sekoia, where they replaced text wit check marks, and thereby saved the employees at nursing homes for a lot of time and trouble. If some boxes are not checked on time, this can be an alarm for the system/consultant that the project is off track in which case the consultant will get in touch with the entrepreneur. Allan asks if I am going to detail any part of the service further, and suggests to detail the execution loop.

Ent: Get assistance Allan makes me realize that my current design is lacking an option for the consultant to react on an event and get in touch with the entrepreneur. I add this to the system map. Allan also suggests that the entrepreneur can just call the consultant instead of contacting him via the service's platform (1-3). We talk about that he can have several options, and maybe a phone call can lead to arranging an on line meeting or a physical meeting and sometimes it is enough to talk on the phone. So this part needs to be more flexible (see Figure 42.).

Ent: Evaluate I explain how they meet to evaluate and how the system suggests an agenda for the meeting and some central questions. Before the interview I added (3,5) where the entrepreneur decides whether to continue or to pivot. Allan agrees that it is a good idea to make the rating individually after the evaluation. After presenting this scenario, I think that the entrepreneurs decision about continuing or pivoting needs more attention. Maybe a panel of consultants could make sense in this scenario. I also realize that I need to specify what happens if the entrepreneur decides to pivot. Should the program then start over?

Ent: Rate consultant I explain how the system notifies the entrepreneur to rate, which Allan agrees makes sense. Allan seems to agree that it should be possible to write comments, and then he suggests to add several star ratings (see Figure 43.).

At the end of the interview I conclude that Allan has more experience with the role of consultant than I thought. I ask him if he would be interested in participating in a program like the on I have just presented and what would be important for him in this role. He would like to help companies with design/product issues. It is important for him that the startup's needs matches his competences and and it is important for him that he finds the startups interesting. He also turns down uninteresting assignments at Ideaal. It is also important for him to get a reasonable salary as consultant (should match his regular salary). Finally we get back to discussing the business model. I ask what Allan thinks about the startups paying the consultants and then the system takes provision. He thinks this could e one possible solution. He does not think the system should take ownership in the startups, as this will be a mess. Allan also suggests to get EU funding. Allan says that Sekoia is getting loan from Accelerace, which is released in rates, as Sekoia reaches certain milestones.

At the end I ask if Allan has anything to add. He says that he sees two issues: Business model and marketing (getting users to sign up). And then he encourages me to go more in depth with a part of the system.