## De minimis funding services application questions

Section of the application	Talent	Tempo	Accelerators and preparations for international projects	Market Explorer
The company' s current status	Company's business description  Briefly describe the current status of the operations of the company. What is the company's business concept? When did the current business operations begin?	Company's business description  Briefly describe the current status of the operations of the company. What is the company's business concept? When did the current business operations begin?	Company's business description  Briefly describe the current status of the operations of the company. What is the company's business concept? When did the current business operations begin?	Company's business description  Briefly describe the current status of the operations of the company. What is the company's innovative product/service/business model that you are internationalizing? When did the current business operations begin?
	The company's ownership, structure, resources and the contribution of key personnel to the company List your company's owners and holdings, as well as the possible roles of private owners in the company's operational activities. Also list the distribution of the company's voting rights if it differs from the distribution of shareholdings. Please report here if one or more persons control the entity by other means, for example on the basis of a shareholders' agreement. Describe any corporate structures, e.g. the group or holding company structure. Give a brief description of the company's core team	The company's ownership, structure, resources and the contribution of key personnel to the company  List your company's owners and holdings, as well as the possible roles of private owners in the company's operational activities.  Also list the distribution of the company's voting rights if it differs from the distribution of shareholdings. Please report here if one or more persons control the entity by other means, for example on the basis of a shareholders' agreement.  Describe any corporate structures, e.g. the	The company's ownership, structure, resources and the contribution of key personnel to the company List your company's owners and holdings, as well as the possible roles of private owners in the company's operational activities. Also list the distribution of the company's voting rights if it differs from the distribution of shareholdings. Please report here if one or more persons control the entity by other means, for example on the basis of a shareholders' agreement. Describe any corporate structures, e.g. the group or holding company structure. Give a brief description of the company's core team and the backgrounds of the team members.	The company's ownership, structure, resources and the contribution of key personnel to the company  List your company's owners and holdings, as well as the possible roles of private owners in the company's operational activities.  Also list the distribution of the company's voting rights if it differs from the distribution of shareholdings. Please report here if one or more persons control the entity by other means, for example on the basis of a shareholders' agreement.  Describe any corporate structures, e.g. the group or holding company

	and the backgrounds of the team members. Also give a brief description of the other human resources used by the enterprise.	group or holding company structure. Give a brief description of the company's core team and the backgrounds of the team members. Also give a brief description of the other human resources used by the enterprise.	Also give a brief description of the other human resources used by the enterprise.	structure. Give a brief description of the company's core team and the backgrounds of the team members. Also give a brief description of the other human resources used by the enterprise.
	Business's key figures  Customer enters the figures for the current year  For the previous two years, the customer enters:  Number of persons R&D expenditure Export  Equity investments	Business's key figures  Customer enters the figures for the current year  For the previous two years, the customer enters:  Number of persons  R&D expenditure  Export  Equity investments	Business's key figures  Customer enters the figures for the current year  For the previous two years, the customer enters:  Number of persons R&D expenditure Export Equity investments	Business's key figures  Customer enters the figures for the current year  For the previous two years, the customer enters:  Number of persons  R&D expenditure  Export  Equity investments
	If the applicant is an SME, income statement and balance sheet	If the applicant is an SME, income statement and balance sheet	If the applicant is an SME, income statement and balance sheet	If the applicant is an SME, income statement and balance sheet
	Has your company or a Finnish company in the same group or same control been granted de minimis aid over any period of 3 years?	Has your company or a Finnish company in the same group or same control been granted de minimis aid over any period of 3 years?	Has your company or a Finnish company in the same group or same control been granted de minimis aid over any period of 3 years?	Has your company or a Finnish company in the same group or same control been granted de minimis aid over any period of 3 years?
Growth vision	Growth vision  Describe the company's growth/renewal vision.  What growth and internationalisation plans / change and restructuring plans are there to realise the vision?	Growth vision  Describe the company's growth/renewal vision.  What growth and internationalisation plans / change and restructuring plans are there to realise the vision? What is your target turnover/total export in euros in 3-5 years?	Growth vision  Describe the company's growth/renewal vision.  What growth and internationalisation plans / change and restructuring plans are there to realise the vision?	Growth vision  Describe the company's growth/renewal vision.  What growth and internationalisation plans / change and restructuring plans are there to realise the vision? What is your target turnover/total export in euros in 3-5 years?
Project goals	Describe the project goals that propel your company towards the growth vision	Describe the project goals that will carry the	Describe the project goals that will carry the company towards its growth vision	Describe the project goals that will carry the

You have to set between 2 and 5 concrete and measurable goals for the project. The goals will become part of the potential funding decision and their implementation will be monitored. Achieving the defined goals will also have a significant impact on whether your company can receive further funding from Business Finland. Below are some examples of what these goals might be:

- you have created a new operational model: talent management, a corporate culture that supports internationalization, international recruitment capability, or an international employer image
- you have carried out x pilots of new operational models
- you have created and/or piloted a global operational model for different locations of the company
- you have created/updated your recruitment strategy
- you have completed a development plan for your employer image.

company towards its growth vision

Specify 2-5 concrete and at least partly measurable targets. These targets will be discussed with Business Finland in the funding application processing stage. The targets will be incorporated into the eventual funding decision, and their achievement will be monitored. The degree to which the targets are achieved will have a significant effect on potential further funding from Business Finland. Below you will find a few examples of targets:

- Strengthened the company's management/board/ advisor network with (what kind of?) expert(s)
- Identified partners from the target market (what kind?)
- Piloted the solution with x potential customers and documented the received feedback
- Planned the R&D needs of the solution
- Planned the financing required for further development of the solution and business growth
- Planned the human resources needed for development and growth
- Created/updated new business strategy

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- acquiring additional funding from private sources
- increase in turnover
- entry into new markets
- building a stronger management and Board of Directors
- implementation of customer pilot projects
- increasing the number of customers
- completion of product/service characteristics
- building a stronger partner network
- strategy creation/update
- new management/operating model creation
- · productivity growth

company towards its growth vision

Specify 2-5 concrete and at least partly measurable targets. The targets should describe outputs that will be ready at the end of the project. These targets will be discussed with Business Finland in the funding application processing stage. The targets will be incorporated into the eventual funding decision, and their achievement will be monitored. The degree to which the targets are achieved will have a significant effect on potential further funding from Business Finland. Below you will find a few examples of targets:

- The company has determined the potential of its product in the x market and the company has sufficient information to start export operations.
- The company has identified x potential distributors/customer s in x market.
- The company has drawn up an internationalization strategy/the company has a ready plan for establishing itself in the target market.

Please provide a short description of the project's impacts on the target business

- Which customer need or problem does the company aim to solve through the business to be developed?
- What concrete benefits will the company's business generate for customers and end

  USERS?
- Who are the potential customers and what is the planned earnings model?
- What are the target market areas and how big are they?
- Who are the competitors and on what is the company's competitive advantage based?

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- Who are the competitors and on what is the company's international competitive advantage based?

Describe the plan for R&D activities

- Research and development (R&D) measures planned to be carried out after the Tempo project.
   Please note that a credible follow-up plan for R&D measures is a prerequisite for granting Tempo funding.
- Does the company own all intellectual property rights related to the solution? How does the company intend

		to protect its solution and competitive advantages?		
	Please describe the company's capabilities/competencies and the related development needs  • What are the competencies of the company's key persons within the sector of the business to be developed?  • How should the company develop its management competencies (including sales management, customer relationship management, growth management)?  • What other critical competence development needs does the company have (including funding, sales and marketing, network-based operating models, changes in the company's operating models)?  • Does the company own all of the intellectual property rights related to the solution? How does the company intend to protect its solution and competitive advantages?	Please describe the company's capabilities/competenci es and the related development needs  • What are the competencies of the key personnel working in the company in the sector of the business to be developed?  • How should the company develop its management competencies (including sales management, customer relationship management, management of R&D)?  • What other critical competence development needs does the company have (including funding, sales and marketing)?	Please describe the company's capabilities/competencies and the related development needs  • What are the competencies of the company's key persons within the sector of the business to be developed?  • How should the company develop its management competencies (including sales management, customer relationship management)?  • What other critical competence development needs does the company have (including funding, sales and marketing, network-based operating models, changes in the company's operating models)?  • Does the company own all of the intellectual property rights related to the solution? How does the company intend to protect its solution and competitive advantages?	Please describe the company's capabilities/competencie s and the related development needs  • What are the competencies of the company's key persons within the sector of the export business to be developed?  • How should the company develop its export business management competencies (including sales management, customer relationship management, growth management)?  • What other critical competence development needs does the company have (including funding, sales and marketing, network-based operating models, changes in the company's operating models)?  • Does the company own all of the intellectual property rights related to the solution? How does the company intend to protect its solution and competitive advantages?
Project implement	Name of project	Name of project	Name of project	Name of project
ation	Project schedule	Project schedule	Project schedule	Project schedule
	Municipality where the project is primarily carried	Municipality where the project is primarily	Municipality where the project is primarily carried	Municipality where the project is primarily

out	carried out	out	carried out
Option to attach your own project plan (not mandatory)	Option to attach your own project plan (not mandatory)	Option to attach your own project plan (not mandatory)	Option to attach your own project plan (not mandatory)
If you don't have your own project plan, let's answer this:	If you don't have your own project plan, let's answer this:	If you don't have your own project plan, let's answer this:	If you don't have your own project plan, let's answer this:
Project implementation, the risks involved, and the time-scale	Project implementation, the risks involved, and the time-scale	Project implementation, the risks involved, and the timescale	Project implementation, the risks involved, and the time-scale
Describe the project's initial situation, which forms the basis for further development. Specify the concrete measures taken within the company to achieve each objective.  What risks were identified at the beginning of the project and what preparations were made for tackling them?  Describe the project's time-scale.	Describe the project's initial situation, which forms the basis for further development. Specify the concrete measures taken within the company to achieve each objective.  What risks were identified at the beginning of the project and what preparations were made for tackling them?  Describe the project's time-scale.	Describe the project's initial situation, which forms the basis for further development. Specify the concrete measures taken within the company to achieve each objective.  What risks were identified at the beginning of the project and what preparations were made for tackling them?  Describe the project's timescale.	If you do not submit a separate project plan, describe the initial situation of the project below and describe the planned measures and goals of the project as concretely as possible. Describe the project schedule. Consider at least the following questions in the project plan:  1. What are the new export markets explored in the report (target countries and business segments)?  2. Describe how the target market was selected and does it follow the company's internationalization plan/strategy.  3. Has your company previously explored the target market in a project for which public funding has been received and/or does the company already have operations in the target market?  4. Describe the content of the project tasks.  5. How would the funding support the development of

				products/services and the company's internationalization plan?
	The project's human resources and purchased services	The project's human resources and purchased services	The project's human resources and purchased services	The project's human resources and purchased services
	Describe the company's human resources (personmonths and work input/person) required to achieve the goals of each work package, the project roles of the personnel, and potential service providers, the service intended for purchase and the estimated cost of the service.	Describe the company's human resources (person-months and work input/person) required to achieve the goals of each work package, the project roles of the personnel, and potential service providers, the service intended for purchase and the estimated cost of the service.	Describe the company's human resources (personmonths and work input/person) required to achieve the goals of each work package, the project roles of the personnel, and potential service providers, the service intended for purchase and the estimated cost of the service.	Describe the company's human resources (person-months and work input/person) required to achieve the goals of each work package, the project roles of the personnel, and potential service providers, the service intended for purchase and the estimated cost of the service.
Budget	Estimated cost of project	Estimated cost of project	Estimated cost of project	Estimated cost of project
funding	Project funding Other funding	Project funding Other funding	Project funding Other funding	Project funding Other funding