**Email questionnaire**

Dear ………….

My name is Razieh Nejabat. I am a PhD student at Delft University of Technology in the Netherlands. My PhD study aims to better understand life and growth of sustainable energy spin-off firms in Nordic countries and is supervised by prof. Dr. Marina van Geenhuizen. Accordingly, we study the timeline of university spin-offs from the start of seriously thinking about commercialization to actual market introduction, to identify which factors may lead to faster market introduction. A timeline is shown below as an example. It is obvious that the sequence of events could be different for …….



……………….is part of our database of 100 spin-offs, derived from website search. We would appreciate if you provide the information about ………… that we are *missing*, marked in green below. Please, fill in the years concerning …………….. and correct the years if we are mistaken. If it is not applicable, just write N.A . ­Needless to say, we use the information with full confidentiality.

**1: About Company:**

· First serious thoughts on commercialization of main invention: ….. (Year)

· Establishment of the firm: 2008

· Main subsidy received:……….. (Year)

· First pilot:……….. (Year)

· Joining of a marketing expert (in management team):……… (Year)

· Substantial capital investment(s) received :2009,2013,.........(additional Years)

· First networking with large firm/ organization:…….. (Year)

· Market introduction of main invention (first sales):……; if not yet, Target Year: …….

· Entry of serious competitor to ………:…… (Year)

**2. Challenges/ Problems faced by ……….. (please encircle and provide years)**

· Substantial shortage in (investment) capital: YES/ NO; Starting year………; ending year……..…..

· Shortage in key knowledge/technology: YES/NO;          Starting year………; ending year............

· Shortage in employees: YES/NO;                                       Starting year………; ending year…………

· Other problem/challenge ………………………………………..; Starting year ………; ending year………….

Many thanks for your cooperation. If you are interested, we could mail you a summary of the results once the study is finished. YES/NO. For your convenience, if you use the “Forward” option of email, you can fill in the email text above directly and forward it to [r.nejabat-1@tudelft.nl](mailto:r.nejabat-1@tudelft.nl). In case you have a question you can call the supervisor of the ………..([m.s.vangeenhuizen@tudelft.nl](mailto:m.s.vangeenhuizen@tudelft.nl)).

Kind regards, Razieh Nejabat